

INTERNATIONAL NEWS

Moscow ready to join IMF after 45 hostile years

By Leyla Boulton in Moscow

MR EDUARD Shevardnadze, the Soviet Foreign Minister, has confirmed that Moscow is ready to join the International Monetary Fund (IMF) after 45 years of hostility towards the western world's most powerful financial institution.

"Our country regards membership of the IMF as a logical continuation of its policy of wider involvement in global economic cooperation," he told Mr Michel Camdessus, the IMF's managing director, according to Tass, the official news agency.

Mr Shevardnadze said that the Soviet Union had rejected advice from its own economists back in 1945 that not joining the IMF would isolate the country.

Tass said that Mr Camdessus, on a three-day visit to Moscow to draw up a report on the Soviet economy, had reacted favourably to Mr Shevardnadze's approach at a meeting on Saturday.

Mr Stanislav Asekrinov, deputy head of the government's economic reform commission,

said on Friday that Moscow saw the IMF report as a first step to membership now that "political barriers" had been swept aside.

The IMF chief also met Mr Nikolai Ryzhkov, the prime minister, during unprecedented consultations with the Kremlin leadership, as well as a host of senior economic figures such as Mr Viktor Geraschenko, the chairman of the Soviet central bank.

"The Soviet Union attaches great importance to developing relations with international financial and credit institutions, especially with the IMF," Mr Ryzhkov was quoted by Tass.

The IMF study, requested by the Houston summit earlier this month, could unleash large-scale western aid for Soviet efforts to adopt a market economy. Mr Ryzhkov said that his government's economic reforms would help integrate the Soviet Union into the world economy.

The Washington-based organisation offers balance of

payments assistance to member countries which implement structural adjustment programmes prescribed by it. Until recently however, Moscow has viewed the IMF with deep suspicion, as a bastion of capitalist economics.

● The Soviet Union's foreign debt now stands at \$59.9bn, according to Mr Stanislav Asekrinov, head of the State Commission for Foreign Economic Relations.

This is up from the figure of \$54.8bn cited by the government earlier this month.

● Armenia's parliament has elected President Mikhail Gorbatchev by voting on Saturday to suspend a presidential decree demanding the disarming of all militant groups within 15 days.

A nationalist group said yesterday, Reuter reports from Moscow.

In neighbouring Georgia, authorities began evacuating several hundred of the 25,000 train travellers stranded by protesters who have blocked rail lines to press for registration of political parties.

OBITUARY: BRUNO KREISKY

Austrian Chancellor who brought his country out of its postwar shell

ALTHOUGH it is hard to remember it now, there was a time when three of the most influential politicians on the European stage were Olof Palme, the Swedish Prime Minister, Willy Brandt, the West German Chancellor, and Bruno Kreisky, the Chancellor of Austria. Palme was assassinated; Brandt has survived to see his dream of a Germany united by peaceful means coming true; Kreisky died yesterday at the age of 79.

The three had in common a desire to press ahead with détente when Europe was still in the grip of the cold war, a commitment to social democracy born partly of a dislike of communism, and shared membership of the Socialist International. All of them in their time presided over successful economies, and Kreisky was credited with some of the felicitous of the "Austrian Model," which provided economic growth, low inflation and social harmony.

Kreisky was the first postwar leader to give Austria a more important standing in international councils than his country warranted. As a diplomat and Foreign Minister in the 1950s and 1960s, he was one of the pacemakers in the search for a relaxation of tension in Europe. Although of Jewish extraction, he also became a welcome visitor to Arab countries and helped to prepare the way for European initiatives seeking to resolve the conflicts of the Middle East.

Bruno Kreisky was born into a middle class Moravian family in Vienna in 1911. He was a Socialist from his teens. In the

1930s he was imprisoned both by the Austrian fascists and then by the Nazis before escaping to Sweden in 1938.

His political star rose after the general election of 1966 when the conservative Austrian People's Party won an absolute majority and terminated the coalition with the Socialists which had governed the country since the end of the war. Deprived of the Foreign Ministry, Kreisky became leader of the Socialists the following year.

Once in charge, he moved the party towards the centre, breaking with the traditions of so-called Austro-Marxism. His reward came in the elections of 1970 and 1971 which made him Chancellor first of a minority government, then of one commanding an absolute majority. Against all predictions, he maintained that majority in successive elections over a decade.

The slow-spoken, often seemingly absent-minded Chancellor gradually grew into a father figure. He was generally referred to, half in envy, half in grudging admiration, as Kaiser Bruno.

Under his reign Austria advanced into the world's rich countries, outstripping Britain in GDP per head. The country also weathered the recessions set off by the two oil shocks of the 1970s with minuscule unemployment. That was regarded by Kreisky — and others — as one of his greatest achievements. The Chancellor, whose early manhood coincided with the great depression, never made any bones about his determination to keep down unemployment,

almost whatever the cost.

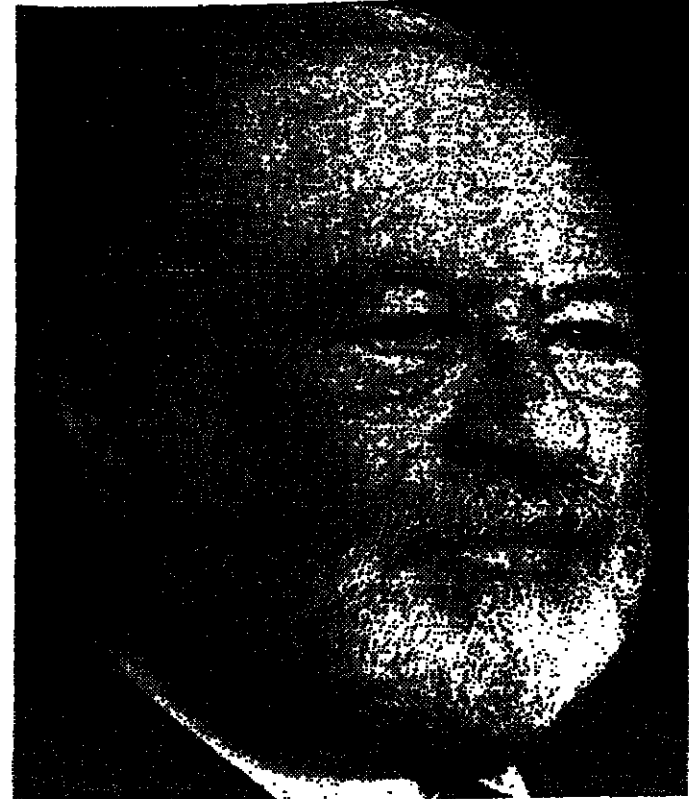
Inside and outside Austria, the process became known increasingly as the Austrian Model. It depended heavily on close working relations between the "social partners" — management and the trades union leaders.

Possibly the economy was also sheltered by being close to West Germany: the aim was usually to keep the Austrian Schilling in line with the D-Mark.

There was, however, a price to pay. Austria became saddled with a growing budget deficit there was widespread feather-bedding in the state industries, suppressed inflation and difficulties with the current external account. There was also a series of scandals, one of the most notable of them involving young protégés and Minister of Finance, Dr Hannes Androsch, who had to resign in 1981.

Although some of the scandals involved corruption, there was no hint that Kreisky was involved himself. Nevertheless, his later years as Chancellor were neither as happy nor as successful as his earlier ones. He finally left office in 1983 when his party failed to retain its absolute majority in the general election.

The immediate verdict in Austria was that — like Janos Kadar in neighbouring Hungary — he had stayed too long, and in doing so had created problems both for the economy and for his own party. That view is probably correct. For a time the Austrian Model became discredited as Kreisky's successors were left to deal with some of the excesses — for instance, in the state



Bruno Kreisky: gradually grew into a father figure

industries — had created.

The former Chancellor was also much criticised in the business community for having given too much time to foreign affairs and seeking an international role for Austria beyond its station. Possibly his sympathy for Arab causes left a residual resentment in some circles.

For the most part, however, Bruno Kreisky continued to be

viewed with personal affection. He kept up his work with the Socialist International and his range of international contacts. Historically, he will be seen as the man who did more than any other to bring Austria out of its postwar shell onto a wider stage. The country's approaching membership of the European Community would have been almost unthinkable only 10 years ago.

Bankers convicted in drugs case

By Tom Brennan, Tampa, Florida

FIVE FORMER officers of the Bank of Credit and Commerce International were convicted on Sunday of laundering \$14m of cocaine profits for Colombia's Medellín cartel.

The convictions came after seven days of jury deliberations and end a six-month trial. In addition to the conspiracy charges, the bankers were also convicted of specific acts of money laundering ranging between three and 20 offences.

Also convicted was a Colombian aircraft broker reputed to be a top lieutenant in the Medellín cartel.

No sentencing date has been set but the defendants face between 20 and 30 years without parole under US sentencing guidelines.

The bankers accepted their fate with stone faces showing no emotion, but their families and friends in the audience openly sobbed and wailed as they were taken down in the court room.

The bankers had been under house arrest at a Tampa condominium since their arrest in October 1988. But the judge ordered them to be taken into immediate custody after the guilty verdicts were announced.

Prosecutors claim the convictions were a significant victory in the nation's war against drugs.

"The US takes drug trafficking seriously and if you violate

the law you will go to jail no matter if you're a banker wearing a grey suit or how much money you have behind you," said prosecutor Mark Jacobson.

The bank's board of directors, in a statement from its London offices, said it sympathised with the families of its former employees but that their actions were against written bank policies.

Two BCCI subsidiaries pleaded guilty in January to laundering the \$14m cocaine proceeds and forfeited that amount plus \$1m in interest to the Government. It is the nation's largest criminal penalty for a bank caught dealing in drug cash.

Low interest in Hungarian poll

HUNGARIANS voted yesterday in a referendum on how the country should elect its president but the turnout looked like being low because of disillusionment with post-communist politics, Reuter reports from Budapest.

At issue is whether the president should be chosen by direct election. This requires a turnout of over half the 7.85m voters.

Four of Hungary's six largest parties opposed the referendum and public apathy was expected to deal the ex-communist Hungarian Socialist Party — one of the main advocates of a direct presidential election — its second polling booth blow in eight months.

Kurds killed in clashes

CLASHES between Turkish security forces and separatist Kurdish guerrillas left about 30 people dead over the weekend in Turkey's troubled south-east, Jim Bodgener reports from Ankara.

There were at least five separate gun battles. Most of the dead were insurgents of the Marxist Kurdish Workers Party (PKK), which is fighting for a separate state.

Mr Abdulkadir Aksoy, Turkey's Interior Minister, reiterated that the involvement of hostile countries has been one of the main causes of the insurgency, which since August 1984 has claimed nearly 2,500 lives. Syria has repeatedly been singled out.

Pressure put on Jaruzelski to quit

By Christopher Bobinski in Warsaw

MR LECH Walesa, the Polish Solidarity leader, said yesterday that President Wojciech Jaruzelski was a symbol of the past, adding to pressure from nearly 100 senators and deputies for the former communist leader to resign.

"Can we say we have finished building democracy in Poland if we still have a president from a different epoch?" Mr Walesa asked members of his Citizens' Committee.

The Committee has helped spearhead democratic changes in Poland.

The parliamentarians had called for Gen Jaruzelski to quit in a letter initiated at the weekend by the Centre Agreement, a right-leaning Solidarity faction which wants Mr Walesa elected president in the autumn by the 560-strong assembly.

Gen Jaruzelski replied with a letter which was read to parliament, in which he said he would make his intentions known once there was debate on the timing of both presidential and parliamentary elections.

Such a parliamentary debate is being mooted for the middle of September.

The Centre Agreement, which is critical of the present government, is urging that parliamentary elections be held soon after the presidential ballot.

The present parliament, which has another three years to run, was elected last summer under an agreement with the then ruling Communist Party reserving it 33 per cent of the seats.

Democratic Action, the rival Solidarity faction which aims to block Mr Walesa's candidacy for president, held a founding congress in Warsaw at the weekend.

The movement, in which Mr Adam Michnik plays a prime role, is urging a presidential election but is loath to speed parliamentary elections. It supports Mr Tadeusz Mazowiecki, the prime minister.

Europe's cross-border partners increasingly find the protection of a legal umbrella

Tim Dickson looks at the growth of European Economic Interest Groupings

A JOINT venture between small businesses in Belgium, Britain and Ireland to develop the European Community market for technology-based training systems, a Franco/German/Dutch/Italian partnership of economic institutes to pool the benefits of research, and a 14-company European consortium to promote high definition television (HDTV).

These very different projects, announced in the last six weeks, have more than just their transnational character in common. They are all examples of the European Economic Interest Grouping (EEIG) which came into being just over a year ago to provide a legal instrument for facilitating cross-border co-operation in the run-up to 1992.

The EEIG, or EGIE, EESV and EWIV as it is known to acronym addicts in France, the Netherlands and Germany — is designed to allow participants from at least two EC countries to combine some of their activities and develop new ones within a flexible structure freed from the often insuperable obstacles of national law.

Open to companies, firms, partnerships, individuals and bodies "carrying on an economic activity in the EC", the EEIG preserves the economic and legal independence of each of its members' businesses. It is less ambitious than the planned European Company Statute, yet to be agreed by EC governments, which is intended as a vehicle for merging and reorganising companies across national frontiers.

Inspired by the French Groupement d'Intérêt Economique — a vehicle dating from 1967 and used most famously by the European Airbus consortium — the EEIG is helpful as a means of sharing costs and risks rather than sheltering profits from national authorities. In some cases, it can even involve tax drawbacks.

However, interest in the EEIG appears to be picking up. Though it is too early to mea-

sure the commercial results, the numbers and variety of ventures are starting to look impressive. The European Commission says about 85 different projects have been established. More than half are in commercial activities like marketing, purchasing and import/export, 12 are in services ranging from audiovisual and transport to professional training and the financial sector, and 14 consist of groupings of professionals like law firms. Only five are so far classified as "industrial".

The list is eclectic, if not eccentric. It features the European office of Soviet car importers; European Procurement Agents, which includes the Crown Agents in the UK and has been set up to supply services to public sector markets; and the activities of a yet to be formed joint company.

"We chose the EEIG structure as a sort of piggyback step so we could announce that we are all working together," he explains. "In our industry there are a lot of small companies and individuals scattered around the continent trying to interest large businesses in technology-based training. We often meet them at conferences but with the EEIG we hope we can offer them a legal umbrella which will provide credibility and utilise a wide range of resources without forcing people to commit equity or put a lot of money up front."

This idea of a European network also inspired the creation of ERECO (European Economic Research and Advisory Consortium), which consists of national economic institutes based in Munich, Paris, Bologna and Rotterdam. The four partners say they have clubbed together "to provide a solid and permanent foundation for their European studies particularly in economic forecasting, sector analysis, market research and regional development". They even claim to offer each other a "global reach" through the members'



THE EUROPEAN MARKET

Lang Learning Systems, the EEIG should enable members to offer an increasingly pan-European support service to customers, as well as co-ordinating some of the activities of a yet to be formed joint company.

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offices in Montreal, Tokyo and South East Asia.

Books can be filled with the ins and outs of EEIGs. Indeed one is hot off the presses any time now, but there are several key points to be kept in mind.

A grouping is a European legal entity which can enter into contracts, own property in its own name, sue and be sued and be wound up if necessary. It can be used for almost any purpose ancillary to the business and activities of its members, but the activity must be one previously carried on by its members.

Restrictions prohibit an EEIG from being general manager for activities like personnel, finance and investment, from holding shares in a member, from employing more than 500 people (though there is no limit on employment in the member firms) and from being a member of another grouping.

Mr Patrick Kelly, an EEIG expert at London solicitors Laytons, says there are three areas in which the structure is likely to be used: "low risk" agency run businesses like lawyers, accountants, PR companies, "high risk" high value projects such as equipment financing and big construction projects; and "low risk horizontal groupings" within legal groups of European companies which might provide common transport or research and development services on an EC-wide basis.

Among the advantages are flexible forms of funding. Members do not have to put up capital but can finance operations through subscriptions or borrowing. Another attraction is that the liabilities of the grouping can be carried off balance sheet.

An important disadvantage, Mr Kelly points out, is that the EEIG does not easily fit into EC tax systems, an area where — like competition and social policy — it is subject to national laws. "People are not overly excited about the tax implica-

tions," he says, explaining that profits are apportioned to each member and taxed under the rules of the home country. "Nobody is sufficiently confident that the authorities in each country will always accept this arrangement and there are worries that some member states may demand more tax. For low-risk projects such as a group of southern vegetable producers who want to sell their output in northern Europe I would advise that the EEIG act as a broker or agent rather than a principal, so that the profits are made in the hands of the members."

Another drawback is that the participants in a grouping have joint and several liability — the same sort of risk as in a UK partnership. But this is only a disadvantage by comparison with a limited liability company.

*European Economic Interest Groupings, commercial, legal and tax considerations, Jordan and Sons, £35

The Financial Times (Europe) Ltd
Published by The Financial Times
(Europe) Ltd, Frankfurt Branch
(Gruellstrasse 54, 6000 Frankfurt-
am-Main 1. Telephone 069-79980; Fax
069-72277; Telex 416193 represented
by E. Hugo, Frankfurt/Main, sec. as
members of the Board of Directors,
R.A.F. McClellan, C.T.S. Damer, A.C.
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Frankfurt Societats-Druckerei-
GmbH, Frankfurt/Main. Responsible
editor: Sir Geoffrey Owen, Financial
Times, Number One Southwark Bridge,
London SE1 9HL. The Financial Times
Ltd, 1990.

Registered office: Number One, South-
wark Bridge, London SE1 9HL. Com-
pany incorporated under the laws of
England and Wales. Chairman: D.E.P.
Palmer, Main shareholders: The Finan-
cial Times Limited, The Financial News
Limited, Publishing director: B. Hughes,
168 Rue de Rivoli, 75004 Paris Cedex
01. Tel: (01) 4297 0421. Fax: (01) 4297
0629. Editor: Sir Geoffrey Owen.
Printer: SA Nord Editeur, 15/21 Rue de
Calm, 59100 Roubaix Cedex 1. ISSN:
ISSN 1148-2753. Commission Paritaire
No 67808D.

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INTERNATIONAL NEWS

White House backs down over futures

By Peter Riddell, US Editor, in Washington

A COMPROMISE plan to tighten regulation over stock index futures, a hedge on future movements in share prices, now looks likely to go ahead. The Bush Administration has been forced to back down on its proposal to shift jurisdiction from the Commodity Futures Trading Commission (CFTC) to the Securities and Exchange Commission (SEC).

Mr Nicholas Brady, the US Treasury Secretary, has argued for a single regulator, the SEC, over both stocks and stock index futures as he believes they form a single market and split supervision is likely to produce greater volatility. However, the Chicago-based futures markets and the CFTC, their regulator, mobilised sufficiently strong congressional opposition to Mr Brady's proposal among agricultural and mid-western senators and representatives to make it increasingly unlikely to pass.

The compromise falls well short of a single overall regulator but achieves some of the Treasury's objectives in that the Federal Reserve will be given authority in laying down guidelines for the setting of margins, that is deposits which

must be put up for stock index futures contracts. The Fed already has that authority over stocks. A complaint has been that differences in margin levels have increased the potential for market volatility, and the Fed will be able to ensure co-ordination of margins in both markets. However, the CFTC will retain overall supervisory responsibility for index futures.

Moreover, the CFTC and the SEC, which have become open rivals, will be required to co-ordinate enforcement, clearance and market-breaking mechanisms.

The proposal would also change the existing law which requires that any financial instrument with an element of a futures contract has to be traded on a futures exchange and regulated by the CFTC. This would now be modified so that new hybrid instruments combining elements of a futures contract and stocks can also be traded on stock exchanges and therefore regulated by the SEC.

The final form of the compromise has yet to be agreed and it is likely to be added on to pending legislation re-authorising the CFTC.

Venezuela brings petrol prices more into line

By Joe Mann in Caracas

VENEZUELA has ordered a modest increase in the domestic prices of petrol and will raise prices further on a monthly basis until the end of the year.

The new prices, rejected by the political opposition and by the Government's own political party, Democratic Action, are in line with the administration's efforts to rationalise the domestic prices of refined petroleum products, which are still far below world prices.

The move also reflected a commitment to the International Monetary Fund, made

when the government of President Carlos Andres Perez initiated a three-year Extended Arrangement early last year.

The Government has delayed raising domestic petroleum prices in part because a large increase in February 1989 led to protests and rioting that left around 300 persons dead.

The Government raised the price of high grade petrol by 9 per cent per litre.

However, a recent decline in the value of Venezuela's currency, the bolivar, means that the country's petrol prices - at about \$0.24 per US gallon - remain the lowest in the world.

Oil price move could prove turning point for Opec

Iraqi military threats to its neighbours have brought a sudden change of mood, writes Steven Butler

LAST Thursday the Organisation of Petroleum Exporting Countries looked set for another long, gruelling meeting in Geneva before members could agree a production accord for the second half of the year. Mr Issam al-Chalabi, Iraqi Oil Minister, who normally bustles with energy, looked drawn and haggard. He had failed through two sleepless nights to convince other Opec members to lift the Opec reference price to \$25 a barrel, but showed no signs of compromise himself.

Venezuela meanwhile was holding out implacably for \$20. By midday Friday, however, a compromise was stitched together when all Opec members agreed to \$21 a barrel as a target price, to be achieved by restricting Opec production to 22.491m b/d. It was a victory for moderation, although the six-month Opec production accord is a clumsy instrument next to a market which changes gear rapidly. The new strategy also depends on rising

demand in order to work, and could be upset by a recession. But the meeting could mark an historic turning point for Opec. For the past four years Opec has kept oil prices low in a successful effort to regain some market share that it lost in the early 1980s, when it priced itself out of the market. On Friday it turned its efforts to lifting revenues by increasing the oil price.

It also marked the first meeting in years in which there was real conviction that Opec members would stick by commitments to limit oil output to an agreed production quota. The mood in Opec has shifted suddenly because of Iraqi military threats against Kuwait and the United Arab Emirates, whose violations of Opec quotas drove down world oil prices and encouraged other Opec members to overproduce as well. Iraqi intentions are unknown, but most analysts believe Kuwait and the UAE are unlikely to test them soon.

Kuwait strongly favours low oil prices to stoke demand. It could seek to achieve this as soon as it perceives the threat to its receding. Venezuela - well out of Iraqi bombing range - has also registered strong opposition to high oil prices and could be in position to undermine any accord.

Still, Friday's agreement was the result of a coalition of interests between the most powerful Gulf countries - Saudi Arabia, Iran and Iraq. Most analysts believe this is not a temporary arrangement. Iraq failed to convince other Opec members to move immediately to \$25 a barrel, which most felt unrealistic. However, it was Iraqi militancy which set the stage for any increase at all.

Opec lifted its target price above \$18 a barrel for the first time in four years even though market prices have been \$4 below this level for much of the past quarter. Lifting the reference price has no immediate implication

for oil markets. This does not mark an official price at which Opec members are bound to sell oil. It indicates a price Opec hopes to achieve by controlling production levels.

World oil stocks are the highest since the early 1980s and analysts are divided over how quickly oil prices will rise following the enormous leap since the start of July. Some expect prices to fall in the near term before turning up by year-end. None the less Opec plainly has the means to achieve \$21 if it can muster enough production discipline.

For the first time Opec has set up a formal mechanism linking its oil production ceiling to prices. It has agreed that if in December, when it next meets, the market price for oil is above \$21, it will increase both the price and the production ceiling in such a way as to balance the market. The implication is that if the target is missed, production levels will be frozen.

Opec has in a formal sense recognised it is less powerful than the market. It has charged its ministerial Monitoring Committee with responsibility for seeing that oil is not priced so high as to encourage a shift in favour of alternative energy.

It is also trying to match production agreements more closely to market fluctuations. It will set production agreements to run from October to March and from April to September, coinciding roughly with winter and summer demand fluctuations.

Longer-term implications of this shift will take some time to become clear. Opec members, for example, are still split on where they would like to see the price go, though a majority favour only modest increases according to what the market will bear. As always, much will depend on unpredictable political and military developments in the Gulf. And Opec will achieve little if it proves unable once again to maintain discipline.

Fujimori sets out objectives

By Sally Bowen in Lima

IN HIS inaugural speech to the nation as President of Peru, Mr Alberto Fujimori committed his Cambio (change) 90 government to a moralisation crusade. He reiterated his campaign slogan of "honesty, technology and hard work" emphasising the Peruvians should not expect international solidarity but rely largely on themselves to achieve prosperity and development.

Addressing Congress shortly after outgoing president Alan Garcia had been received with insults, booing and a walk out by many right-wing senators and deputies, Mr Fujimori accused the previous government of corruption, fraud and involvement with drug trafficking. He announced a "committee against corruption" directly responsible to him to bring the guilty to book.

Mr Fujimori described the economy as "chaotic and exhausted." Avoiding mention of specific measures, which will be announced by the Minister of the Economy over the next couple of weeks, he promised a "rigorous and inflexible attack" on inflation. But the attack will be "prag-



The newly inaugurated Fujimori blows out the candles on his birthday cake. He is now 52

matic, without enslaving ourselves to magic or textbook recipes." The recovery of productivity would be based in part on incorporating the vast "informal" sector into the formal economy.

The role of the Peruvian state must change, said Mr Fujimori. He reiterated his

pledge not to privatise major state companies, but promised an anti-monopoly law and a genuine social market economy to reduce state intervention.

Mr Fujimori committed his government to re-establish links with the international financial community, and to

encourage foreign investment.

Mr Fujimori asked Congress for 180 days of extraordinary legislative powers to push through immediate tax measures to close the growing fiscal deficit and finance a social support programme that the poor will need to protect them from price adjustments.

Iraq's claims put pressure on Kuwait

By Victor Mallet, Middle East Correspondent

KING Hussein of Jordan set off for Iraq and Kuwait yesterday in the latest attempt by an Arab leader to mediate in the dispute between the two countries over oil, money and land. Kuwait, having yielded to Iraqi demands that it cut oil output to bolster world oil prices, now faces the much sterner test of Baghdad's financial and territorial claims.

The official Iraqi news agency said yesterday that a round of talks which had been expected to take place in Saudi Arabia at the weekend might be postponed for at least a week, and it suggested that Kuwait was to blame.

Kuwait said it was awaiting news from Saudi Arabia on the date of the proposed talks.

President Saddam Hussein of Iraq has reinforced his demands against Kuwait by sending thousands of troops to the disputed border area. With some 1m men under arms, the Iraqi-armed forces are 50 times as large as those of Kuwait. The ruling al-Sabah family of Kuwait is anxious to associate other Arab states with the negotiations, to avoid being forced into an unfavourable settlement by Mr Saddam.

Iraq, however, favours bilateral talks with the Kuwaitis in Baghdad, and few Arab leaders - least of all King Hussein - are prepared to risk crossing Mr Saddam. Iraqi demands and grievances include:

● Oil policy - Iraq is pressing for obedience to Opec production quotas and higher prices, an issue resolved for the time being by the agreement on a \$21 a barrel target price at last week's Opec meeting in Geneva.

● Money - Iraq wants \$2.4bn from Kuwait for oil "stolen" from the Rumaila oil field in the disputed border area. It also wants an Arab "Marshall Plan" to help it recover from the Gulf war against Iran, and a figure of \$1.4bn - the amount Mr Saddam says Iraq has been losing annually because of overproduction of oil - has been suggested. Lastly, Iraq wants the Gulf states to write off \$35bn of war loans, including \$10bn from Kuwait.

● Territory - Iraq wants disputed territory in the border area, including the small part of the Rumaila field in Kuwait, and access to Kuwait's Warbah and Bubiyan islands near the Faw peninsula.

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A Message from the President

Ko Matsukata

It is with great pleasure that I take this opportunity to report to you on the business results realized by Taisho Marine and Fire in its 73rd term.

The Japanese economy came under pressure from a decline in the value of the yen during the term and from a rise in interest rates as the year drew to a close. Steady growth was achieved, however, as these factors were offset by brisk personal consumption and

private sector plant and equipment investment which had been encouraged by the government's ongoing policy of stimulating domestic demand.

The Company responded to this mixed environment by initiating a major restructuring programme, "ACCESS 21," in April 1989. This programme is intended to strengthen the Company's business capabilities by reorganizing the corporate structure from top to bottom. Combined with efforts to diversify our business and improve management efficiency, ACCESS 21 - with your kind support - has been vital to our success.

The coming months are expected to bring continued economic growth, fuelled by increased domestic personal consumption and private-sector facilities investment. Nevertheless, a number of problems remain to be solved. These include economic friction with the United States, and alarming changes in prices, interest rates and exchange

rates. At the same time, the non-life insurance industry as a whole is diversifying in an effort to keep pace with financial deregulation and internationalization, and the changing needs of an "aging" society.

Far from viewing these circumstances from a negative perspective, however, we believe that they afford ample opportunity for future growth. We will direct our efforts in the months ahead to developing new products to meet our customers' rapidly diversifying needs, to expanding and reinforcing our sales network and claim-handling procedures, to improving our asset management, and to upgrading our information system. We will also continue working to enhance management efficiency and company spirit.

In closing, the corporate name Taisho Marine and Fire Insurance Company, Limited will be officially changed to Mitsui Marine and Fire Insurance Company, Limited effective from 1st April, 1991. I would like to ask once again for your support and advice in these and other efforts to ensure our continued mutual growth.

Current Year Results

In April 1989 Taisho Marine and Fire Insurance Co., Ltd., implemented ACCESS 21, a restructuring programme intended to reinforce its corporate structure and enhance its responsiveness to the rapidly changing requirements of today's insurance business.

The activities undertaken in connection with this programme were supported by the introduction during the term of a series of new products tailored to diversifying customer demands. One of these new products which has proved especially popular is Nursing Care Expenses Insurance "WELL" which is designed specifically to provide support to an aging society. Another is "Light Sports" Personal Accident Insurance with Maturity Refund "GULLIVER" for people who lead active lives. Lady's Insurance with Maturity Refund "ROUGE" has been improved with better offerings and conditions. And

"WISE," another new product, is Long-Term Comprehensive Insurance for Homeowners with Maturity Refund with applications covering a wide range, from loss by fire to accidental injury.

The term also saw an expansion of customer services. We opened the Taisho Marine-Life Service Center where highly trained staff are prepared to answer questions about medical care for the elderly and general health problems. The "Dial Call for Customer Services" introduced during the term accepts calls about accidents on holidays and at night and provides general consultation concerning insurance. We also continued working to strengthen our sales base and branch network and to improve our claim-handling system.

The Company responded during the period under review to the ongoing liberalization and internationalization of Japan's financial markets with steps to reinforce the organization and staff of the Assets Management Division. We opened an Assets Management Room at the head office with state-of-the-art equipment and introduced a new assets management and control system. We also strengthened our information system to keep pace with changes in the advanced information society.

International operations focused on sales promotion activities matched to the special characteristics of individual markets and regional income factors. Efforts to increase sales in overseas markets included further investment in local insurance firms and the opening of new offices.

As discussed in the following, our sales activities and policies during the period under review produced better results in every category than those recorded in the previous term.

Total net premiums written in all our business lines amounted to US\$2,817,727 an 11.2 per cent increase over the previous term, while total assets increased by \$1,204,285 thousand to \$23,203,665 thousand and net income for the year was recorded at \$231,981 thousand.

Auto

Ongoing efforts to strengthen and broaden our customer base led to a substantial increase of 13.7 per cent in net premiums written in this category as compared to the previous term. The year also saw a rise in the loss ratio.

Cargo & Transit

The Company's staff directed considerable energy and initiative to strengthening the business fundamentals in this category as well. These efforts were rewarded with 13.5 per cent growth in net premiums written. The loss ratio also registered an increase from previous-year levels.

Fire and Allied Lines

Operating in a positive environment created by steady market growth in this category, the Company directed active efforts towards

securing sales and promoting demand for Long-Term Comprehensive Insurance, Householder's Comprehensive Insurance, Store-keeper's Comprehensive Insurance and other products. This led to an increase of 7.2 per cent in net premiums written, while the loss ratio increased from the previous year.

Personal Accident

Activities aimed at promoting sales of Long-Term Personal Accident Insurance with Maturity Refund and Personal Accident Insurance produced solid results, as net premiums written rose 13.1 per cent. The loss ratio, on the other hand, was lower than that recorded in the preceding term.

Automobile

With new car sales on the rise, the Company directed energetic efforts towards sales of Comprehensive Automobile Insurance for Car Owners. The success of these efforts was reflected in an increase over the previous year of 11.9 per cent in net premiums written. The loss ratio was also higher, as the number of accidents and amount of resulting damage increased.

Compulsory Automobile Liability

Expanding and reinforcing our sales network and intensifying our sales activities in the Compulsory Automobile Liability category paid off in a 6.4 per cent rise in net premiums written. This was accompanied by lower loss ratio figures, as compared to those for the previous year.

Other

The Company also achieved excellent results in other categories, led by increased Liability Insurance and the introduction of Nursing Care Expenses Insurance. Net premiums written climbed 14.5 per cent from previous year levels, while the loss ratio declined.

Overseas Business

We owe our growing success in the international arena to our policy of giving full consideration to the special characteristics of the respective markets and to regional income levels in all our overseas sales activities.

International insurance services were promoted further during the year under review by a tie-up with a leading European insurance company, "Sun Alliance," the establishment of joint operations with insurance companies in the Philippines and Turkey, and the opening of five new overseas offices.

Investments

Diverse and efficient investment in the forms of loans and foreign securities enabled the Company to record positive overall gains on investments in an environment characterized by a weak yen, rising interest rates late in the term and drastically lower domestic stock prices in the final quarter. Net investment income amounted to \$319,728 thousand, an increase of \$67,544 thousand over the previous year.



TAISHO MARINE AND FIRE INSURANCE COMPANY, LIMITED

TOKYO, JAPAN

The annual report will be available at Hambros Bank and our London Liaison Office.

Notice of Change of Name

Taisho Marine and Fire Insurance Company, Limited

From 1st April, 1991

Mitsui Marine and Fire Insurance Company, Limited (the "Company")

US\$200,000,000 3/4 per cent Bonds 1992 (the "No. 1 Bonds") with Warrants attached to the No. 1 Bonds to subscribe for shares of common stock of the Company (the "No. 1 Warrants"), and US\$300,000,000 3/4 per cent Bonds 1993 (the "No. 2 Bonds") with Warrants attached to the No. 2 Bonds to subscribe for shares of common stock of the Company (the "No. 2 Warrants")

Notice is hereby given to the holders of the No. 1 Bonds, the No. 1 Warrants, the No. 2 Bonds and the No. 2 Warrants that at the general meeting of the Shareholders of the Company held on 28th June, 1990, it was resolved that effective from 1st April, 1991, Taisho Marine and Fire Insurance Company, Limited will change its corporate name to Mitsui Marine and Fire Insurance Company, Limited.

The No. 1 Bonds, the No. 1 Warrants, the No. 2 Bonds and the No. 2 Warrants will not be stamped nor exchanged and will remain listed on the Luxembourg Stock Exchange under Taisho Marine and Fire Insurance Company, Limited followed by the new name of the Company, Mitsui Marine and Fire Insurance Company, Limited.

All further notices regarding the above issues will refer to both names.

A complementary legal notice as well as the Articles of Incorporation of Mitsui Marine and Fire Insurance Company, Limited have been registered with the Greffe du Tribunal d'Arrondissement de et à Luxembourg.

TAISHO MARINE AND FIRE INSURANCE COMPANY, LIMITED
30th July, 1990

Notice of Change of Name

Taisho Marine and Fire Insurance Company, Limited

From 1st April, 1991

Mitsui Marine and Fire Insurance Company, Limited (the "Company")

European Depositary Receipts (the "EDR")
(representing shares of common stock)

Notice is hereby given to the holders of the EDRs that at the general meeting of the Shareholders of the Company held on 28th June, 1990, it was resolved that effective from 1st April, 1991, Taisho Marine and Fire Insurance Company, Limited will change its corporate name to Mitsui Marine and Fire Insurance Company, Limited.

The EDR certificates bearing the former name of the Company must be submitted in order to be stamped, from 1st April, 1991, to 1st May, 1991, at a place to be further notified.

After 1st May, 1991, only the stamped EDR certificates will be of good delivery on the Luxembourg Stock Exchange.

All further notices regarding the above issue will refer to both names.

TAISHO MARINE AND FIRE INSURANCE COMPANY, LIMITED
30th July, 1990

INTERNATIONAL NEWS

Jakarta meeting seeks to revive Cambodia peace process

By Claire Bolderson in Jakarta and Our Foreign Staff

FOREIGN ministers of the Association of South East Asian Nations (ASEAN) and its six major trading partners ended a meeting in Jakarta yesterday committed to revitalising the Cambodian peace process before a controversial decision is taken at the United Nations on who should occupy Cambodia's seat.

Neither the US nor the ASEAN members (Thailand, Indonesia, Malaysia, Singapore, the Philippines and Brunei) wants to see the matter go to a UN vote and both agreed at the meeting in Jakarta that they supported instead plans for a new Cambodian representative at the UN in the form of a Supreme National Council. This would be made up of selected repre-

sentatives of the resistance coalition and the government of Cambodia and would govern Cambodia in the run-up to United Nations supervised elections.

The Khmer Rouge said yesterday that it wanted to meet its two allies in the Cambodian guerrilla opposition alliance in Peking on August 6.

A radio statement by the two non-communist members of the alliance said a planned meeting in Paris next week would "probably not materialise." It said the Khmer Rouge and exiled leader Prince Norodom Sihanouk wanted to meet in the Chinese capital instead.

Diplomats in Bangkok said this would make it easy to confer with the

guerrillas' most consistent backer, China, as it ponders possible new options in the 11-year conflict.

Meanwhile the Prime Minister of Cambodia, Hun Sen, said it was time to convene the first meeting of a Supreme National Council, as agreed with Prince Sihanouk in Tokyo in June. Further talk among the opposition factions was unnecessary, he added.

The meeting included the US Secretary of State, Mr James Baker, foreign ministers from Japan, Australia, New Zealand, Canada and a representative from the European Community.

In Jakarta little progress was made on the other main issue facing the foreign ministers - that of the con-

tinued US opposition to the mandatory repatriation of Vietnamese boat people.

Mandatory repatriation of all asylum seekers classed as economic migrants rather than genuine refugees is demanded by the ASEAN countries and Hong Kong, the countries of temporary refuge, under the terms of a United Nations plan for dealing with Vietnamese boat people.

A US attempt to compromise by offering to agree to a new category of returnees called "those who do not object" met with little enthusiasm. ASEAN delegates, while acknowledging that the Americans had shifted position slightly, said it had not gone far enough and that the ASEAN coun-

tries stood by a statement made last week in which they threatened to stop offering temporary asylum unless mandatory repatriations got under way.

Representatives from the European Community told the Jakarta meeting that the EC was willing to finance a comprehensive regional programme for the repatriation of the boat people.

Under the plan, direct aid would be given to the individual boat people and to the communities to which they return in Vietnam. The proposal is currently being costed and EC representatives said they hoped it could be put into action on a trial basis by the end of the year.

US attempts to reassure Hong Kong exporters

By Angus Foster in Hong Kong

MR Robert Moshbacher, US Secretary of Commerce, has tried to allay fears among Hong Kong exporters of growing trade protectionism in the US, fuelled earlier this year by an anti-dumping investigation against Hong Kong textile manufacturers and by a bill, now passing through Congress, which seeks to limit the growth of textile imports into the US.

Mr Moshbacher, who is visiting Hong Kong on his way to a conference in Singapore, said that although the anti-dumping process was not perfect, it was open and gave the chance of representation to companies accused of dumping.

"Sometimes (the anti-dumping process) has hurt some of our best friends, but on the other hand, we have had the most open market in the US for decades, and we cannot expect people in our country to support a system where goods are sold in the US at a price lower than in their own country, or below cost," he said. He added that the Textiles Import Bill was likely to be vetoed by President Bush.

But Mr Moshbacher is unlikely to have calmed fears among Hong Kong garment exporters who feel the criteria for dumping are unfair and unrealistic. In April the US Commerce Department, in a preliminary finding, accused four Hong Kong companies of dumping manmade fibre sweaters in the US, although two of the companies were later

excluded after they were found to have underpriced sweaters by negligible amounts.

Hong Kong's garment manufacturers claim their own domestic market is too small to compare with its major export market and that because US buyers buy in bulk, prices are likely to be lower than smaller orders placed by buyers in other countries.

A final hearing on Hong Kong's case is set for August 9 in front of the International Trade Commission in the US. If the decision goes against Hong Kong, manufacturers in the colony will be subject to a 5.86 per cent anti-dumping charge, calculated by the Commerce Department as the average level of underpricing among Hong Kong exporters.

But Mr Henry Tang, managing director of Pentastar Kniters - not involved in the dumping allegations - and chairman of the Hong Kong Woollen and Synthetic Knitting Manufacturers Association, said he was hopeful the allegations against Hong Kong could still be overturned.

"We have a strong case. We are not going to roll over and play dead," he said.

According to US figures, the US imported sweaters valued at \$208m from Hong Kong last year. But according to the Hong Kong Trade Department, exports to the US in the first five months of this year are down "roughly a third" compared to last year.

Sharon's \$13bn housing plan 'threatens inflation'

By Judy Maltz in Jerusalem

ISRAEL'S hawkish housing minister, Mr Ariel Sharon, presented the cabinet yesterday with a \$13.5bn five-year programme to provide housing for the wave of Soviet Jewish immigrants expected over the next several years.

Although the cabinet delayed a vote on the programme, Mr Yitzhak Mordechai, the Finance Minister, has already warned that the huge government spending required would expand Israel's budget deficit significantly, triggering a return to high inflation. Israel's annual inflation rate has stabilised at about 20 per cent over the past five years, after reaching triple-digit levels in the early 1980s.

Mr Sharon's request comes on top of the supplementary budget of Shk2.4 billion (\$1.2bn) for immigration absorption, presented to the Knesset for approval last week by the finance ministry.

Mr Mordechai intends to present the cabinet with a less-costly alternative plan on Thursday, which calls for temporary housing in army barracks and other public facilities until new homes are completed. Mr Sharon has proposed instead importing 40,000 prefabricated homes and 50,000 mobile homes over the next two years, at a cost of nearly \$1bn. More than 60,000 Soviet immigrants have arrived in Israel since January, and a total of 150,000 are expected this year.

Under the Housing Ministry plan, most construction - an

estimated 80,000 building starts a year in each of the next five years - would be undertaken by the public sector. The Treasury, however, favours handing over most of the work to the private sector.

Mr Mordechai yesterday said he opposed large-scale imports of temporary housing, emphasising that the government's top budget priority should be creating jobs for the new immigrants rather than spending on new housing.

The government would finance increased spending on immigration absorption, he said, by selling off state-owned enterprises and borrowing money abroad.

The Israeli army yesterday closed the office of the leading Palestinian nationalist in the occupied territories, Mr Faisal al-Husseini, saying it was "protecting public safety."

The order came a day after a bomb exploded on a crowded Tel Aviv beach, killing a Canadian teenager and wounding 18 others, and coincides with a general strike in the occupied territories to mark the tenth anniversary of the Israeli annexation of East Jerusalem.

Eight Palestinians were detained yesterday by Israeli police on suspicion of having planned the bombing.

Two new offices opened by Mr al-Husseini were closed under the army order issued yesterday, while a previous order closing down his Arab Study Centre was extended for another year.

Japan may set record for growth

JAPAN'S economy is set to grow steadily for at least another year and break its post-war record for a period of continuous growth, according to Mr Hideyuki Aizawa, head of the country's Economic Planning Agency, Reuters reports from Tokyo.

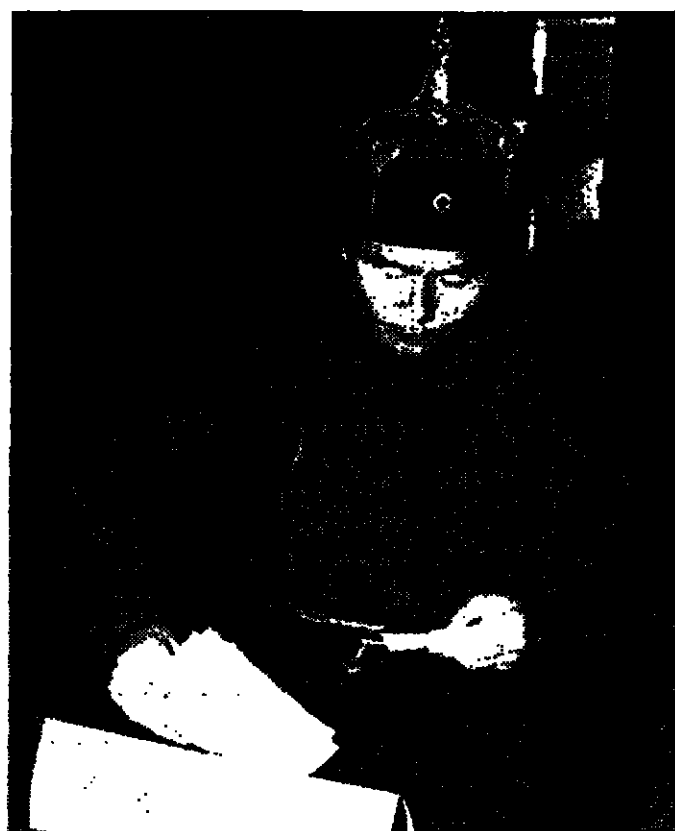
"The current period of steady economic growth will probably continue for another year or so and become the longest growth period since the end of the war," Mr Aizawa told a seminar of the ruling Liberal Democratic Party. He said that the steady growth was supported by strong consumer spending and capital investment.

Government figures show Japan's economy expanded in June for the 44th consecutive month - the second-longest period of growth since the Second World War. The record is 57 months in the 1960s.

The EPA had predicted economic growth of four per cent this year, "but I think it will grow faster," Mr Aizawa said. In a separate session of the seminar held in a mountain resort north of Tokyo, Mr Ryutaro Hashimoto, Finance Minister, said it was the government's responsibility to uphold a strong yen. He said the yen should be kept strong against other currencies to help combat a surge in prices.

Mr Aizawa said that in addition to yen fluctuations, labour shortages and rising oil prices were other concerns affecting consumer and retail prices.

Mongolians relish first free election



Mongolians relished their first free elections in 69 years of communist rule yesterday, with many streaming early to the polls in traditional dress (pictured above). Herdsmen rode long distances on horseback to vote, while ballot boxes were taken to hospitals and to elderly people unable to leave yards, or tents.

The communists are expected to retain power in the upper house, but risk defeat in the key 53-seat lower house. All parties promised free market reforms and opening to the west. US Secretary of State James Baker is due in Ulan Bator this week.

Sri Lanka privatises bus company

By Mervyn De Silva in Colombo

SRI LANKAN "socialism" - symbolised by the nationalisation 34 years ago of the bus companies - has been put into reverse gear with the privatisation of the island's first nationalised venture, the Bus Transport Board.

BTB was founded in 1956 a week after socialist Mr Solomon Bandaranaike won a general election. He rode on the upper deck of one of the red London buses imported by the bus companies to flaunt their wealth and declared: "This is journey's end for rapacious capitalism."

Now half of BTB's shares have been sold to the public and employees. The rest will be sold by December.

Forty-two other state enterprises and 31 "government-owned business undertakings" will also be privatised. These include the Ceylon Oxygen Company (sole manufacturer of industrial gases) textile mills, hotels, printing companies, and a television station.

The privatisation of bus transport, despite strong protests from trade unions and opposition parties, is part of a three-year structural reform programme which was delayed by the year-long Sinhalese youth insurgency that paralysed Colombo and the south last year.

Besides closing down uneconomic enterprises, the programme will reduce a 430,000-strong public service by 25-30 per cent. Already, the number of "ministries" has come down from 45 to 34. The Transport Board had more than 50,000 employees, of whom 7,000 accepted redundancy.

The de-nationalisation policy has activated Colombo's fledgling stock market. The share price index has risen 180 points to more than 300 since June. A leading local broker has claimed that a handful of Hong Kong businessmen have "raided" the Colombo exchange to make a "quick buck" and has called on the government to keep foreigners out. But official policy, as part of the International Monetary Fund exercise, is to attract foreign investors.

The nationalisation of the bus companies in 1956 was politically motivated. The "bus magnates" were the chief financiers of the right-wing United National Party in office since independence in 1948. They were thus the pet hate of a vigorous trade union movement controlled by the Marxist parties. Just before the 1956 polls, the bus owners flaunted their wealth by importing a fleet of red London Transport buses.

China orders tough action over Tibet

CHINESE Communist leader Mr Jiang Zemin, paying the party's highest level visit to Tibet in a decade, has ordered a tough crackdown on the pro-independence movement in the Himalayan region, Reuters reports from Beijing.

"Stabilising the situation" should continue to be the top priority in Tibet, Mr Jiang was quoted as saying by the official New China News Agency on Sunday in a speech to local leaders.

Mr Jiang stressed the need to crack down on separatists "at home and abroad creating disturbances and violating social order."

Tibet has been the most troubled of China's regions since the 1949 revolution. Over the past three years, troops and police have crushed sporadic pro-independence and anti-Chinese demonstrations in the capital Lhasa, killing scores of people.

Martial law was lifted in the city in April after being in force for 13 months. Hundreds of Tibetans are thought still to be in prison.

Mr Mr Jiang, who began an inspection tour of the region on July 20, was the first Communist Party leader to go there since 1980 when the late Mr Hu Yaobang angrily condemned past policies in Tibet and launched wide-ranging reforms.

State television on Sunday showed Mr Jiang inspecting ranks of applauding troops.

In an unusual act for a communist leader, Mr Jiang visited a Buddhist shrine inside the ancient Potala Palace, and clasped his hands in front of a statue of Buddha as a mark of respect. His action seemed more mechanical than devout.

The Potala Palace was the home of the Dalai Lama, Tibet's spiritual leader who fled into exile in 1959 after a failed rebellion against Chinese rule. Still worshipped as a living god in Tibet, he was awarded the Nobel Peace Prize last year.

Mr Jiang's speech, as reported, made no mention of the Dalai Lama or abortive attempts by both sides in recent years to meet for talks on Tibet's future.

Mr Jiang gave no hint China would ease its grip on the region.

Special attention should be paid to education, he said, "to enable students to know from childhood that Tibet is a sacred and inseparable part of the motherland and that without the Communist Party of China, there will be no socialist new Tibet."

China rejects UK plan

CHINA at the weekend repeated its rejection of Britain's plan to give passports to key Hong Kong residents - just after Mr Francis Maude, British Foreign Office Minister, concluded a visit to Peking to try to improve relations, Reuters reports from Hong Kong.

The Chinese Foreign Ministry said the British Nationality (Hong Kong) Act 1990 was unacceptable and had unilaterally changed the nationality of Hong Kong Chinese citizens.

Diplomats said the timing of China's statement was crucial. "I think... this has to be considered a setback for Britain over Hong Kong. It's as if Maude's visit and his efforts to explain the passport issue

never happened," a western diplomat said.

Mr Maude was the most senior official from the European Community to call on Chinese leaders since high-level contacts were suspended after Peking's bloody crackdown on protest in June last year.

"It's a slap in the face for Maude," said Mr Martin Lee, a prominent local politician and a Hong Kong legislator.

The passport plan, passed into law last week, aims to give about 225,000 people full British citizenship. Britain hopes it will shore up confidence in Hong Kong's future and encourage professional people to stay.

Iran call on hostages

IRAN yesterday welcomed the release of a pro-Iranian Lebanese gunman from a French jail and renewed its call for all western hostages in Lebanon to be freed, Reuters reports.

Deputy Foreign Minister Mr Mahmoud Vaezi told the French ambassador in Tehran that the release of convicted killer Mr Anis Naccache "has had a positive impact on Lebanese Moslem groups."

Mr Naccache, self-styled European spokesman for the Lebanese Hizbollah (Party of God), was freed on Friday after serving 10 years of a life sentence.

He killed a policeman and a bystander in a botched attempt in 1980 on the life of Shapur Bakhtiar, the last prime minister of Iran's late Shah.

The pro-Iranian Hizbollah is believed to be holding most of

the 15 Western hostages in Lebanon.

"The Islamic Republic of Iran believes that all hostages from all nationalities including those from Iran must be released as soon as possible," Mr Vaezi said in a humanitarian grounds, "IRNA quoted Mr Vaezi as telling French ambassador Mr Christian Graffe.

He added that "all those who can help in this regard should not hesitate in doing so," IRNA reported.

Mr Naccache and four accomplices, all pardoned by President Francois Mitterrand, were immediately flown to Tehran, Iran, where they were released in April of two American hostages. Hopes raised by an IRNA report earlier this month that a western European would soon be freed have not been fulfilled.

All of these securities having been sold, this announcement appears as a matter of record only



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Deutsche Bank Aktiengesellschaft

S.G. Warburg Securities

Algemene Bank Nederland N.V.

Morgan Stanley International

Daiwa Europe Limited

July, 1990

DESK TOP PUBLISHING

The Financial Times proposes to publish this survey on:

4th September 1990

For a full editorial synopsis and advertisement details, please contact:

Myerlyn Simmonds on 071 873 4440

or write to him at:

Number One Southwark Bridge London SE1 9HL

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

AEROSPACE

The Financial Times proposes to publish this survey on:

29th August 1990

For a full editorial synopsis and advertisement details, please contact:

Ian Ely-Corbett on 071 873 3389

or write to him at:

Number One Southwark Bridge London SE1 9HL

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

NOTICE OF REDEMPTION To the Holders of the 12 1/2% Guaranteed Notes Due 1992 of Texaco Capital Inc. (Unconditionally Guaranteed by Texaco Inc.)

NOTICE IS HEREBY GIVEN that, pursuant to the provisions of Section 3.03 of the Fiscal Agency Agreement, dated as of September 1, 1984, among Texaco Capital Inc. (the "Company"), Texaco Inc. as Guarantor, and Bank of America National Trust and Savings Association, as Fiscal Agent, and pursuant to 1990 (the "Redemption Date") of the above-captioned Notes (the "Notes"), all of the Notes will be redeemed on September 1, 1990 (the "Redemption Date") at the price of 100% of their principal amount together with accrued interest to the Redemption Date. (The "Redemption Date" shall be the date on which the Notes shall be presented to the Fiscal Agent for redemption.)

Payment of the Redemption Price will be made upon presentation and surrender of the Notes, together with all applicable coupons maturing subsequent to the Redemption Date, at any of the paying agencies listed below. In the event any such unsold coupons fail to be presented, the amount of the missing coupons will be deducted from the Redemption Price.

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New York, N.Y. 10004
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45-47 Avenue de la Grande Armee
F-75782 Paris, France

Bank of America, N.T. & S.A.
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D-6000 Frankfurt am Main, West Germany

Coupons which shall have matured on or prior to the Redemption Date should be detached, presented and surrendered for payment in the usual manner.

Payment on any Note made within the United States, including by transfer to a United States dollar account maintained by the payee with a bank in the City of New York, may be subject to reporting to the United States Internal Revenue Service (IRS) and to backup withholding of 20% of the gross proceeds (including accrued interest) if the payee fails to provide the paying agent with an executed IRS Form W-9 in the case of a non-U.S. person or an individual resident in the United States. No such backup withholding will be required in the case of a U.S. person or an individual resident in the United States. Information reporting to the IRS will only be required upon such payment made outside the United States if made to U.S. persons in certain circumstances. Those U.S. holders who are required to provide their correct taxpayer identification number on IRS Form W-9 and who fail to do so may be subject to an IRS penalty. Accordingly, please provide any appropriate certification when presenting the Notes for payment.

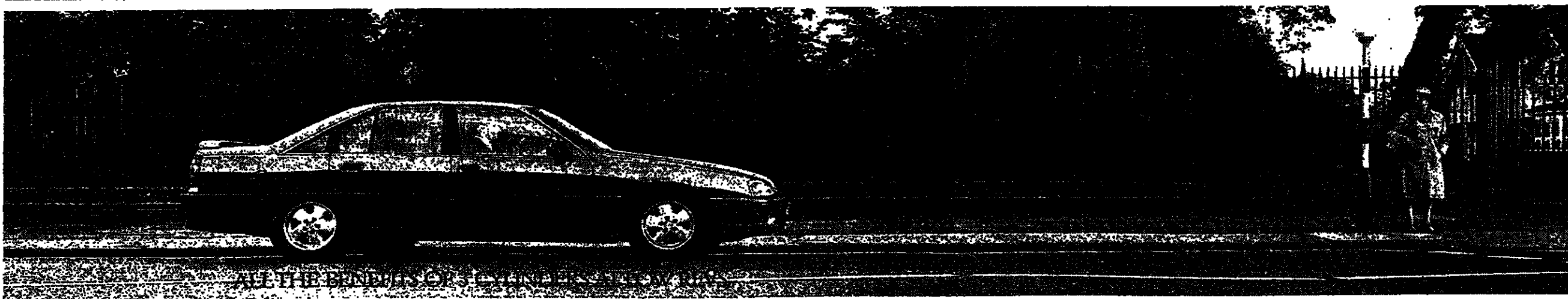
TEXACO CAPITAL INC.

Dated: July 30, 1990

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UK NEWS

Haringey's poll tax bills threatened by injunction

By John Authers and Emma Tucker

MR Chris Patten, Environment Secretary, will today seek a High Court injunction against a charge-capped council. It would prevent the Labour-led London Borough of Haringey from sending out its poll tax bills.

Haringey has accepted Mr Patten's cap on its budget but defied government orders to reduce its poll tax from £573 a head, the highest in Britain, to £508. Mr Patten is to apply for a judicial review of Haringey's decision.

Haringey said it could not lower the poll tax level by the amount required by the DoE because of additional expenses incurred through re-issuing bills after capping and because of a lower collection rate than expected.

Meanwhile, Sheffield City Council is thought to risk running out of cash because too few people are paying poll tax. Sheffield expected to receive £102m after rebates had been taken into consideration, but a city council report due to be discussed tomorrow shows that up to last month only £23.2m had been paid.

The authority's bills amounted to £30.5m, leaving the council in the red by £6.3m. Councils have groined with suspicion and confusion gov-

POLL TAX	
Collection cost per head	
MOST EXPENSIVE	
Westminster	£45.05
Ken/Chelsea	£40.83
Brookline	£35.24
Harlow	£29.15
Brant	£24.39
LEAST EXPENSIVE	
S Tyne/Seale	£3.69
Greenwood	£3.38
Cadby and	£3.31
Wigston	£3.21
New Forest	£3.18
Scarborough	£3.17

Source: Department of the Environment

ernment figures on the cost of administering the poll tax. The version of estimated administration costs of the poll tax per head released to the Local Government Chronicle and printed on Friday differed from the figures given to the Financial Times at that time.

The LGC figures showed Liberal Democrat-controlled Richmond upon Thames with a collection cost of £55.27 a head. Richmond officials said the figure had been supplied to the department in answer to a question form which they considered ambiguous. The correct figure, reached after consulta-

tion with the Government, was only £18.79, they said.

The LGC's figures place Tower Hamlets, also controlled by the Liberal Democrats, second, with £54.50, while Labour-controlled Merton council in London has a cost of £25.79.

The figures also tend to estimate administration costs as being around 30p higher than the sums listed by the DoE.

The LGC claims that its figures were taken from the documents placed in the House of Commons library by the Government. The DoE said its data were correct.

The accounting difficulties involved are considerable, as is demonstrated by the four authorities - Vale Royal in Cheshire, Great Yarmouth in Norfolk, Richmondshire in North Yorkshire, and Surrey Heath - which the Government lists as having no expenditure on poll tax at all. The DoE said that, in those cases, the councils had no distinguishable budget to be used exclusively for collecting the poll tax.

Other councils indicated that they were unclear whether the costs of collecting standard community charge - paid on unoccupied second homes - or the uniform business rate, should be included.

Nightclub hostage drama ends peacefully

By Della Bradshaw

A SIEGE at a London nightclub, where an armed man held 100 Saturday night revellers hostage, was brought to an end just after noon yesterday without serious injury to anyone.

The siege, in which a gunman took over the West End nightclub Tokyo Joe's, ended when the gunman agreed to give himself up to police after 10 hours of negotiations.

The gunman, described by the police as Arabic, was bleeding from a cut sustained from broken glass and had to be helped up the stairs from the basement nightclub by one of the six remaining hostages. All six hostages were Arab men, police said.

Tokyo Joe's in Piccadilly is popular with visitors from the Middle East. Several Arab VIPs attended the club on Saturday night.

When the lone gunman entered the club at 1.40 yesterday morning he was brandishing a clutch of weapons, including a 12-bore shotgun, a rifle and a bayonet.

He also claimed to have wired an explosive device to his waist, but police described the device as a "sophisticated hoax".

The gunman fired two shots at the ceiling as the 200 or so revellers attempted to flee. Subsequently, 95 hostages either escaped or were released.

At one point the gunman agreed to release two hostages in exchange for smoked salmon sandwiches.

Police described the gunman, in his late 20s or early 30s, as volatile, alternately rational and raving at which times he shouted and threatened to kill the hostages and himself. Deputy Assistant Commissioner David Meynell, in charge of policing central London, said the gunman drank excessively throughout the siege, and those who escaped said he had been snoring cocaine.

No clear picture emerged as to the motive for the attack. The gunman's demands changed constantly during the day. At one point he demanded a car to take him out of London; later he asked for transport to an airport.

Mr Neil Toro, a club member, said the gunman warned his hostages the "dynamic" would blow up the entire building. "He said: 'I am just going to press the button. That is it. It's finished'."

Miss Christina Broderick, 20, one of the women forced by the gunman to form a human shield around him, said he had a "button on his belt which was connected to electrical wiring and what he claimed was TNT".

She said he had told the hostages he was Lebanese, with an English wife and three children, and had suggested that some of his wife's family were being held hostage in Beirut.

Another hostage, Antonia Roberts, 20, said: "I really thought I was going to die. I still haven't stopped shaking."



The funeral cortege of Joshua Willis, one of three RUC men killed by the IRA in a landmine explosion

RUC has no shortage of recruits

Kieran Cooke on what may be the world's most dangerous police job

OFFICERS of the Royal Ulster Constabulary, dressed in their rifle green uniforms embellished with the Irish harp emblem, stood at attention. The police band played the funeral march as mourners shuffled silently along. The drum, shrouded in black cloth, beat out a slow march.

Reserve Constable Joshua Willis, 35, and father of sons aged four and one, was buried last Thursday at the small hill-top church in the neat, mainly Protestant town of Caledon, Co Tyrone.

Constable Willis was one of three RUC men killed when a 1,000 lb IRA bomb exploded under their unmarked car. A Roman Catholic nun in a nearby car was also killed.

Figures produced by Interpol in the mid 1980s showed that a job in the RUC is the most dangerous police job in the world. Since the start of "The Troubles" in Northern Ireland in the late 1960s, 273 full-time and

police reservists have been killed in the province. This year seven RUC men have died, compared with one dead in the army and six in the Ulster Defence Regiment - 22 civilians.

In spite of the dangers there is no shortage of recruits for the RUC, with the police authorities often having to sift through 50 or more applications for every job advertised. RUC membership is often a question of family tradition.

With unemployment in Northern Ireland still the highest in the UK at 14 per cent, there are also economic incentives to apply for a stable, if dangerous, job.

A remarkable stoicism exists within the force: the dangers are ever present, with even a call to a traffic accident a potential IRA ambush. Yet to a large extent the average RUC officer personifies the old image of the friendly bobby. They might wear flak jackets and often cradle submachine-

guns but officers still manage to give an air of nonchalance to their work.

However, the RUC is distinguished in many sections of Northern Ireland's nationalist community.

The RUC grew out of the partition of Ireland in the early 1920s and the old Ireland-wide Royal Irish Constabulary. In the early years of the century RUC men were being ambushed and killed in very similar circumstances to attacks on the RUC today.

Even the old name for the police - the Feeters - is still widely used in Northern Ireland. Many have not forgotten the often brutal behaviour of the RUC in the early days of the civil rights movement, in particular the actions of the now disbanded paramilitary B Specials.

Although the RUC has made efforts to attract recruits from across the community, only about 10 per cent of its members are Roman Catholics. Yet

the RUC has often been accused of treachery by Northern Ireland's Protestants, most notably when it took a tough line during the Protestant protests that followed the 1985 signing of the Anglo-Irish Agreement.

The RUC has been transformed in the last 20 years. In 1969 the British Army was ordered into Northern Ireland after it was concluded that the police could no longer deal with the increasing violence. Subsequently the force lost much of its authority.

In 1976 tactics changed with the establishment of "police primacy" or Ustirisation. A reorganised, well equipped and highly trained RUC proceeded to play the lead role.

The RUC is now the second largest police force in the UK after the Metropolitan police, with 6,260 full-time officers, more than 4,500 reservists and a budget that runs at more than £1m a day.

Business group urges dividing Post Office into eight units

By John Hunt

THE POST OFFICE should be split into eight independent businesses governed by a new regulatory authority in order to halt "a rising tide of consumer dissatisfaction", the Mail Users' Association says in a report today.

The association, which represents 100 business users of the mail service, says financial targets imposed by the Treasury are the reason for the 2p rise for first and second-class stamps due on September 17.

The postal service is described in the report as a "monopoly-protected domestic letters business." Its profits and business have grown rapidly for a decade, and normally that would indicate a successful business with satisfied customers.

"But in reality the opposite

is nearer the truth," it says. In response, the Royal Mail, the letters business of the Post Office, said last night that the association had put forth "a pot-pourri of proposals with Alice in Wonderland time-scales."

It said the proposals would be massively disruptive and would seriously jeopardise the service at a time when its quality is showing "a strong upward swing".

The association represents a small proportion of business customers with "special but important needs", the Royal Mail added.

However, Mr Leon Morelli, deputy chairman and chief executive of the association, said its membership included mail service users such as Barclaycard, Readers Digest and

the Automobile Association. Members' total expenditure on mail was about £400m a year.

The association wants the Post Office to be split into eight independent businesses responsible for different aspects of the service, such as delivery, collection and transport.

Under its proposal, a new, independent postal authority would regulate the new companies, agree price levels and supervise standards. The association wants the plan to be implemented within a year, to create "a new playing field on which the customer is king".

A further list of changes would include halving the September price rise and introducing a customer compensation scheme for failures in the service.

New monetary gauge is urged

By Terry Byland

THE UK economics team at Shearson Lehman Hutton Securities has urged the Bank of England to publish a provisional monthly monetary services index. The team says that such an index is "as close as practical" to an ideal measure of money.

Construction of such a monetary gauge, sometimes called a "divisia index", has recently been considered by the Bank of England. It has been given a low priority as advisers see

practical difficulties in devising acceptable weightings for the types of financial assets involved.

In a discussion paper available only to its clients, Shearson, which publishes its own monetary services index, criticises the weighting of existing official conventional aggregates, including the M1 and M3 monetary measures.

Shearson points out that the Bank of England's discussion paper emphasised the difficulties of weighting assets by yields to maturity, which can emphasise long-dated assets, and also of the likely time lags when individuals are slow to adjust asset-holding patterns.

Shearson claims that changes in its simple monetary service index have in the past anticipated important shifts in the direction of nominal gross domestic product when such shifts were not discerned by conventional measures of monetary aggregates.

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White paper takes on a muted shade of green

John Hunt on the watered-down draft document setting out the Government's environmental policies

AFTER a year of discussion and political manoeuvring, ministers have agreed a draft of an environmental white paper that is to be published at the end of September. The 300-page document is intended to establish the Government's "green" credentials by setting out its environmental policies up to the end of the century.

The bold proposals originally submitted by the Department of the Environment have been watered down, and Mr Chris Patten, the Environment Secretary, has lost many battles to Mr Cecil Parkinson, the Transport Secretary, Mr John Wakeham, the Energy Secretary, and Mr John Major, the Chancellor.

There is no commitment in the document to the introduction of a carbon tax on fossil fuels such as coal and oil in order to reduce emissions of carbon dioxide, which contributes to global warming.

Such a proposal would only be feasible in the longer term if it were done in co-operation with other countries. To do so unilaterally would raise fuel prices and put British industry at a severe disadvantage with foreign competitors.

The tax was one of the central themes of the Blueprint for a Green Economy by Professor David Pearce of University College, London, who is Mr Patten's adviser on environmental economics.

However, with the possibility of a general election next year, the Treasury was keen to point out the electoral damage that could be caused by a tax that would force up fuel prices.

Similar arguments prevailed when it came to vehicle pollution. The white paper will dis-

cuss options for reducing pollutants in exhaust emissions by using tax differentials to discourage the use of large cars. However, controversial proposals for road pricing to cut the number of cars in congested towns are unlikely to be included. Mr Parkinson has made clear that he opposes such schemes.

Plans for a large-scale expansion of public transport will not appear in the document, either.

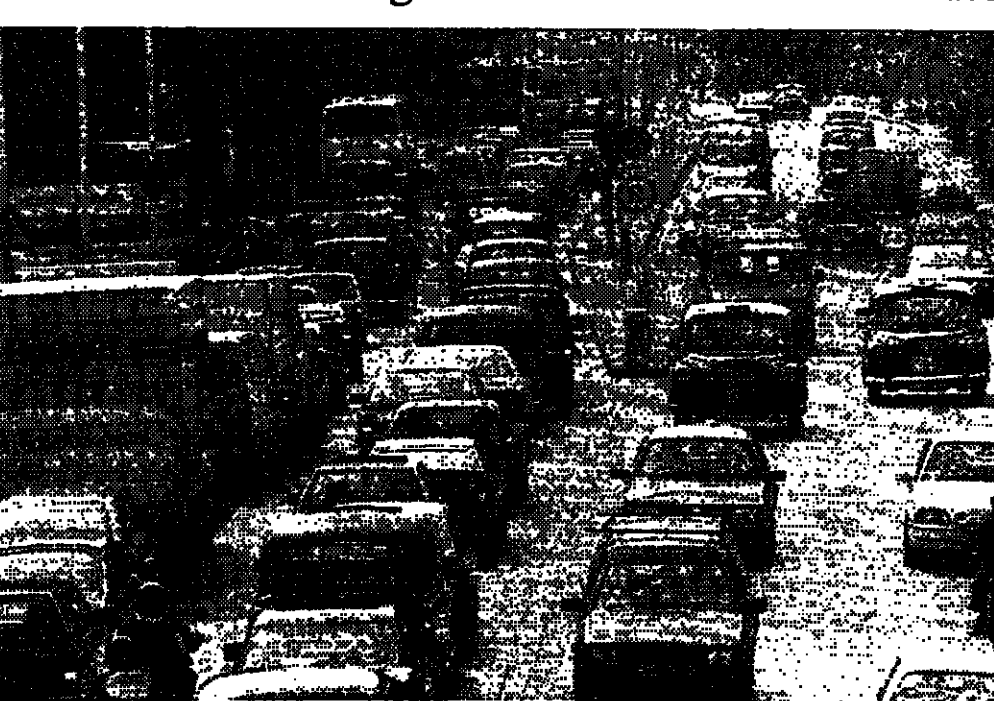
Environmental organisations are disillusioned. They do not see how the document can fulfil Mrs Thatcher's promise that the white paper would show how the Government would achieve its target of stabilising emissions of carbon dioxide by the year 2005.

"It will flirt and it will titillate but it isn't going to deliver," said Mr Tom Burke, director of the Green Alliance, an umbrella organisation for the green movement.

The notion of a white paper - generally a document proposing legislation before the publication of a bill - was rushed out in a blaze of publicity last year when the Government was under pressure from the rise of the green movement.

Confusion arises because the document will actually be a vehicle for discussion. It will set out, often in academic terms, the long-term policy options. Only specific items such as the scheme for hiving off the troubled Pollution Inspectorate and giving it agency status - could be dealt with before the general election.

Having raised expectations, the Department of the Environment is now anxious to play them down. DoE ministers have gone into a period of pur-



Controversial proposals to cut traffic in city centres are unlikely to be included

INDUSTRY is increasingly worried about lack of progress in consultations with the Government over implementing new pollution control regulations in the Environment Protection Bill which will become law in October.

The Chemical Industries Association says it has had no meaningful talks with the Pollution Inspectorate.

One solution that will be advocated is the introduction of tradable pollution permits similar to those used in the US. Under that system, a regulator sets a ceiling on the amount of pollution allowed for a whole industry. Permits are issued to

individual companies for their share of the overall pollution. The cleaner companies can sell their permits to the dirtier ones, thus providing a financial incentive for the worst offenders to improve their performance. Such market-ori-

Tebbit urges welfare review

MR NORMAN TEBBIT, a former chairman of the Conservative party, yesterday urged the Government to take a "much harder look" at social spending to see if some welfare benefits were actually creating need.

Speaking on BBC Radio 4's The World This Weekend, he said initiative was not necessarily about spending money.

"Spending money doesn't necessarily make a kinder or more caring Britain," he said. Mr Tebbit said: "I would want to have a much harder look at the effects of our benefits policy, the cash benefits and others, which go to people in need to see whether we are alleviating need, reducing need, or in some ways creating new need by that expenditure."

WWF to make changes

POLICY AND structural changes are being carried out by the World Wide Fund for nature, the international wildlife charity said yesterday. At a press conference in London, it said it aimed to decentralise its activities, increase its international co-ordination staff from 100 to 150 and improve support for non-governmental organisations which are its partners, especially in developing nations.

The changes follow a report by Professor John Phillipson, an Oxford zoologist, who, with four researchers, spent more than a year and £50,000 investi-

gating a sample of 72 projects in 26 countries. It suggested that 77 per cent of the projects surveyed had been successful, but added a range of criticisms. The WWF said it had tackled or was addressing.

The report indicated flaws in training, supervision and use of local staff; management and evaluation; research, education and awareness programmes for adults; policy creation and implementation and overall management.

The WWF is active in 70 countries and has a turnover of about £100m a year.

Professor attacks Calcutt Report's press proposals

By Raymond Snoddy

THE AUSTRALIAN chairman of a committee setting up a World Association of Press Councils has attacked the Calcutt Committee for "a series of assaults and intimidations" against the free press in the UK.

Professor David Flint, chairman of the Australian Press Council, warned that the Calcutt Committee report on the press and privacy published last month would be cited by authoritarian governments everywhere as an example of how to impose government control of the press.

Prof Flint said: "It is a paradox that at a time when so many countries are emerging from the darkness of tyranny and beginning to enjoy freedoms, that Britain has known so long, the British Government should be urged to impose such a draconian limitation on freedom of speech."

The Calcutt Report proposed the abolition of the Press Council and its replacement by a Press Complaints Commission.

If the commission does not work effectively, it would in turn be replaced by a statutory tribunal.

New criminal offences of physical invasion of privacy by

journalists were also proposed. Prof Flint urged the British Government to exercise great caution and think carefully about the international consequences before implementing some Calcutt recommendations.

Prof Flint argues that the central flaw of the proposals is that the new commission would only deal with complaints and would lose the Press Council's role of defending press freedom.

Prof Flint argues: "It is essential that, in judging complaints against the press and the media generally, the adjudicating body have due regard to these twin concepts."

He adds that the "triggers" that would create a statutory body were weapons aimed at the freedom of the British Press including many "responsible and fearless newspapers whose titles are known and respected throughout the world."

He insists also that adopting the proposals "almost inevitably leads to the creation of a government appointed tribunal."

A draft constitution for a World Association of Press Councils has already been drawn up.

Watchdog attacks decline in grant for British Rail

By Emma Tucker

THE DETERIORATION in British Rail's services, highlighted in a report to be published tomorrow, is expected to be the focus of an attack on the Government this week by critics of its transport policy.

The report by the Central Transport Consultative Committee, a Government-appointed watchdog, says government cuts are harming British Rail's services and criticises the lack of long-term planning for the concern.

Major-General Lennox Napier, the committee chairman, expresses concern about "the continual remorseless decline in the support BR receives" and accuses the Government of not giving the railways the subsidy they need to run a proper service.

He said: "The report is a firm encouragement to the Government to come clean on the long-term strategic future of BR and to make firm, clear decisions so we the passengers and BR really know where we are going over the next 10 years."

Neither BR nor the Government would comment yesterday. They said they would have to wait until the report had been published.

The report also warns against any further decline in the public-service obligation grant, a government subsidy to uneconomic routes, saying that the quality and quantity of services would be bound to suffer.

Mr Robert Adley, vice-chairman of the Conservative Transport Committee, yesterday accused Mr Cecil Parkinson, the Transport Secretary, of trying to convert commuter railway services into "a profit centre" something that, he said, could not be achieved.

"The Government is trying to do something which no other government in any other western country is doing or thinking of doing," he said. "The Government's policy will lead to more cancellations, shorter trains, dirtier trains and staff shortages."

He said he was reflecting off-the-record views of senior managers in BR.

Eksund skipper charged

A COURT in the Republic of Ireland has brought charges against a man previously held in France on suspicion of taking part in smuggling arms to the IRA, writes Kieran Cooke.

Mr Adrian Hopkins was arrested with four other Irishmen on board the trawler Eksund, of which he is said to have been the skipper, in French territorial waters in 1987. The ship was carrying 150 tons of guns, ammunition and explosives which authorities later claimed was part of an IRA arsenal.

On Saturday night Mr Hopkins was charged in Dublin with illegal possession of firearms and with conspiracy to import arms into Ireland.

UK NEWS

Mortgage arrears show steep rise

By David Barchard and Steve Fidler

MORTGAGE ARREARS and repossessions have risen dramatically since the beginning of the year, according to a report being prepared by the Building Societies Association.

One group of larger building societies is said to have experienced a 53 per cent increase in repossessions in the first half of this year, compared with the same period in 1989, while six of the top 13 societies reported rises of more than 60 per cent in the number of these two or more months in arrears.

The final figures for the report have not yet been completed, but they are expected to show that debt problems in the housing market are much more serious than has been generally believed until now, and that one in every five home buyers may be experiencing difficulty.

This contrasts strongly with what building societies and other lenders have said on arrears and repossessions until now.

Over the past two years, they have generally claimed that there was little to worry about, with only 14,000 repossessions a year and about 53,000 buyers more than six months in arrears with their repayments.

As recently as last June, Mr Michael Bridgeman, the Building Societies Association's spokesman, told the industry that the number of arrears cases of more



Moving house: but home ownership is failing to live up to expectations for many

than six months was still small, around 2.5 per cent of total mortgage lending.

Despite this, warning signs have been growing for months with some building society chief executives admitting privately that over 11 per cent of their lending was more than two months overdue.

The Building Societies Commission has been prodding societies for many months to build up their capital to guard against a combination of high interest rates and a slowdown in the housing market.

Early this year, the BSC told societies to make special capital provision for arrears. This is 10 per cent of the value of all loans with accumulated interest that are more than six months in arrears.

The capital requirements for new-style high-risk loans, such as non-status advances, low-start mortgages and equity release schemes were sharply increased.

Many of the new-style loans are believed to have gone during 1989 to mortgage customers who were in difficulties with another lender, usually a bank or a mortgage company, and switched to a new loan on easier terms with a building

society.

If mortgage arrears problems are as serious as many lenders believe, they will have implications outside the industry.

According to one mortgage lender, the draft figures suggest between 10 and 20 per cent of mortgage holders are having difficulty meeting their commitments. Those hardest hit are those who bought their houses in the last three years.

The effects on the popularity of a government noted for its encouragement of home ownership could be profound if the situation does not ease before an election.

Bovis and Richardson poised for Europe

By Andrew Taylor, Construction Correspondent

BOVIS, one of Britain's biggest construction groups, and Richardson Developments, one of its largest private development companies are opening offices in Europe.

The moves have been spurred by the prospect from 1992 of free movement of goods and services between European Community countries and by the recent easing of political tension and opening of markets in eastern Europe.

Bovis, the construction management arm of P&O group, is launching Bovis Czechoslovakia.

Richardson Developments is making its first foray into international markets by opening an office in Berlin.

The new Bovis company will be based in Prague and will seek construction management contracts throughout Czechoslovakia for civil engineering, commercial developments, refurbishment and urban renewal work.

Bovis already has operations in Europe where it is managing the construction of Euro Disneyland in France.

New Sunday paper to relaunch as a tabloid

By Raymond Snoddy

THE MAIN investors in the Sunday Correspondent have decided to put up new finance to pay for a relaunch of the quality newspaper in late September as a tabloid.

The decision, due to be ratified at a board meeting on Wednesday, means that it is increasingly unlikely that the paper will be closed and rolled into the Independent on Sunday, the paper's rival in the quality Sunday market.

The relaunch could include a significant role for Mr Robert Maxwell, publisher of Mirror Group Newspapers, as a minority shareholder and printer of a colour tabloid version of the quality Sunday launched last September.

The Chicago Tribune, one of the Correspondent's main shareholders, has been in talks with the Independent but is increasingly disillusioned, and unable to reach agreement with Mr Andreas Whittam-Smith, chief executive of the daily newspaper.

The other main investors in the Correspondent are The Guardian newspaper, the Prudential and Globe Investments.

The key role in the attempt to save the Correspondent as an independent title has been played by Sir John Nott, the former Defence Secretary, who

was hired as a consultant and adviser to the Sunday Correspondent.

It is believed that Sir John and Mr Nicholas Short, chief executive of the Correspondent, had talks with Mr Maxwell last week and that a confidential working party has been set up to see how Mirror Group Newspapers could print the tabloid Correspondent.

In return for agreeing to print the paper with the latest technology and to take advantage of Mr Maxwell's expertise in the production of tabloid newspapers, it is believed he would be offered a 7 per cent stake in the venture.

At Wednesday's board meeting, shareholders will be offered an alternative to a relaunch - a fully negotiated deal to sell the Correspondent to the Independent at £7.50 a share, in return for a 15 per cent stake in the Independent.

All the signs last night were that the Chicago Tribune will turn down such a deal and link up with the Guardian in backing the plan for a relaunch, expected to cost between £2m and £10m.

The Sunday Correspondent is selling only 160,000 copies a week and may collapse unless it receives a financial injection. Lex, Page 12

Securities houses battle over use of commissions

Richard Waters

A PRICE war has broken out between some of London's leading securities houses over so-called "soft commissions", a fast-expanding and controversial form of broking business.

The battle has prompted allegations of rule-breaking against one leading house, Warburg Securities, making it the first test of the new regime to be unveiled today by the Securities and Investments Board to regulate this area of the investment market.

Soft commission arrangements, which involve a broker refunding part of a client's commissions in the form of goods or services, have long attracted criticism from those who believe they are a form of "kickback" to win business.

The latest row has broken out over Warburg's decision to refund up to 83 per cent of commissions to clients in the form of services, as part of a battle to win a larger share of the soft commission market.

This is already estimated to account for anything between 7 and 20 per cent of all commission-bearing broking business in London.

In the language of soft commission brokers, Warburg is using a multiplier of as little as 1.2. In other words, of every £1.20 received in commissions, £1 is used to buy services for the client.

The standard multiplier used by other firms is around 1.8, meaning that 65 per cent of the commission is "refunded."

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MANAGEMENT

Coming late from the day's first appointment, Ian Smith, customer services director at the UK headquarters in Reading of US computer group, Digital Equipment, grabbed a telephone. He had no idea an object lesson in crisis management lay at the other end of the line.

His aim was to put back the 11 o'clock meeting with supporting executives at one of the company's offices in Basingstoke, some 20 miles away. But the number just buzzed blankly for a minute or more.

Whereupon he slammed down the phone. Digital's good name depends on the Basingstoke customer services centre dealing promptly with over a million calls a year. Failing to answer a telephone within seconds is deemed a near-capital offence.

So while driving to the centre, he pondered what the punishment should be. He decided that unless the staff responsible had a good excuse, they would be fired.

Their excuse was that they already had been. The building they worked in was burning down.

When electrical wiring overheated in the roof that March Tuesday morning, sod's law ordained that the first chunk of melting insulation fell in the one spot where it could blank out the sprinkler system. The flame raced through the rafters.

The howl of the alarm at 10.15 found Phil Coventry, the facilities manager, in the middle of his monthly meeting with the centre's fire wardens. "It took me a moment or two to convince them I wasn't playing a trick to wind them up," he says. Even so, the building was cleared of its 450 people in 3 minutes 40 seconds.

Excitement soon gave way to shock, and Ian Smith drove up an hour later to see his staff slouched in silent huddles or wandering aimlessly about.

The sight convinced him that the immediate need was for directive management. Ordering a round-up of the centre's managers, he went to ask if he could borrow a room in the building next-door.

Although it belonged to its competitor, ICL, the room was straightaway supplied. With the fire still spreading, the first crisis-management meeting began. Inside half an hour it adjourned until 3pm, having set priorities for action - one, care for the people; two, get the business back on stream - and had hand-written a one-page decree.



The building was cleared of its 450 staff in 3 minutes 40 seconds

Fired with efficiency and instant recovery

Michael Dixon explains how Digital Equipment reacted when its UK customer services centre burned down

Photocopied by ICL, it told staff to stay safely at hand. A help desk set up in a second Digital building a quarter of a mile away was seeking accommodation for them in other company offices around. The desk also arranged for the handling of incoming calls which British Telecom, a customer, smoothly re-routed as well as sending mobile phones to the site.

Meanwhile Geoff Shingles, Digital's UK managing director, had arrived. After brief discussions, he returned to headquarters, leaving Ian Smith authority to decide whatever must be done. His first use of it was to assure staff they would be compensated for loss of cars and other possessions even if they were not insured.

The crisis team that met at 2pm had been expanded to about 30 people. Besides managers, they included specialists able to contribute to getting the business going again.

Textbooks would probably say I should have set up a team of about six people reporting to me, with a lower tier of half a dozen reporting to each of them, and so on," Smith says.

"But at times like that a chain of command is too slow. Instead of waiting to be told what to do, people have to be trusted to decide on their own best action, specify it, then get to work. We had a secretary take down what everybody said they'd do. They all did it."

With staff needs largely answered, at 4pm the team was back together listing the business effects of the fire. All paper records kept on the upper storey had gone, and only a few of those left on the ground floor were usable. Also lost were 17 computers with a combined capacity to process 80m instructions a second and remember 500m characters.

Luckily, since Digital stores most of its data electronically, the fire could hardly have been better timed. The back-up tapes recording the previous week's transactions had been removed from the site for safe-keeping the night before.

The 30 met again at 6pm and besides discussing further details, they decided who needed to carry on and who could knock off. When they reassembled on the Wednesday it transpired that none of them had slept. Those not working

through the night had lain awake worrying. By 8am on the Thursday staff now scattered around seven different buildings were once again using part of the destroyed centre's transplanted computer system. They had access to all the data needed for "do-it-now" work on sales proposals, contracts and so on.

Eight hours later, other subsidiary systems were restored, and at the end of the day £10m worth of quotations had been produced and mailed. Three quarters of operating capacity was back on stream by the Saturday, and the rest came into use during the following week.

Looking back on the swift recovery, Ian Smith happily credits much of it to good fortune.

One example was the entrance turnstiles installed in the burnt building which registered how many people went in. As a result, when the evacuation was ordered only a swift count was needed to establish that everyone was clear.

opened would be largely compatible with those produced before. The centre's systems could therefore be put back to work on a patchwork of equipment both new and old.

A third stroke of luck, he says, was that the company has a cohesive culture extending to all branches. It meant that the disoriented staff were made to feel welcome instead of interlopers when they were dispersed to other branches. One office appointed a local mentor to look after each new arrival.

A fourth was the contacts the facilities manager had fostered with local services, including the fire brigade. Even so, steps have been taken to make the liaison more frequent and closer. "If you have a building where special things go on, the best to make sure people like the fire services know what they are," Phil Coventry says.

Good management also helped in the recovery, and there Smith gives pride of place to his managing director's willingness to empower him to make all necessary decisions. "Although I'd have taken the can if I'd done anything silly, a big risk was involved for him too. I doubt that many chiefs would have delegated so completely."

"As for my own decisions, I'm pleased with opting for a large and loosely structured recovery team. And I'm glad that once we were back in business I put the word around that we still had to meet our budget for the quarter to March 31 - especially since, in the event, we beat it by about £15m."

Moreover, now the smoke has cleared, the customer services director sees the fire as in some ways a blessing. One benefit, for instance, is that the practical lessons have been incorporated in a catastrophe-recovery service which Digital is now offering to customers.

"Potentially, though, the biggest benefit is in the way the crisis gave all 450-odd of us the sense of having a common goal, which isn't usually present in normal circumstances. Even though the staff are still scattered, they seem more of a team than they did beforehand."

"The lesson for management is that when there's a business crisis, they need to present it to their people as though it was a fire - get it across that what size it is and who caused it are far less important than the fact that there is one. If a way can be found to do that, it'll solve a lot of problems."

The need for master workers

Richard Rose suggests skill shortages are self-perpetuating

The major reason for increasing the demand in the UK for training - a shortage of skilled workers - is also the biggest obstacle. Increasing the demand for training without increasing the supply of people qualified to train to high standards can multiply the quantity of nominally qualified workers - but only by lowering standards.

The British Government's dual system of vocational training for young people requires much on-the-job training. In West Germany this is possible because there are more than a million workers qualified as masters in industry, artisan trades, sales and office work. Whether a young person is training to be an electronics specialist, a retail clerk or a butcher, there is an adult near at hand who sets an example of good workmanship.

Britain today suffers from the consequence of more than a generation of neglect of training workers. The average manufacturing foreman is likely to have finished his qualification before the electronic revolution, and people supervising workers in offices and shops have not had anything like the level of training common in the rest of Europe.

The Government proclaims that by 1992 every young worker should receive training and in five years' time half should reach Level III in the National Vocational Qualification. Labour has raised the stakes with proposals for a levy on employers which fail to provide sufficient training.

The Confederation of British Industry is promoting a scheme to give training grants to individuals to invest as they think best. None of these proposals to increase demand answers the supply-side question: who will do the training?

The skill shortage in British industry means that a company's present workforce is unlikely to have the capacity to train masses of young recruits. In the absence of adequate on-the-job supervision, young people will be thrown back upon the day-release programmes of technical colleges or similar institutions.

The result of expanding demand without supply is that more young people would simply secure low-level academic qualifications that they failed to obtain at school.

If words have meaning, voca-

tional training should be different from education that schools provide. The National Council on Vocational Qualifications (NCVQ) is committed to this principle: it is accrediting hundreds of vocational qualifications that assess a person's practical capacity to make and do things.

The first priority in raising training standards is to create a cadre of master workers who can take the lead in on-the-job training. The pool of potential trainers consists of employees between the ages of 25 and 50 with an established occupation and experience of it.

To become well qualified, they need further training that promises a tangible pay-off to successful workers and their employers. German experience shows that master workers spend five-sixths of their time contributing to production and one-sixth in training others. They lead by example rather than by acting as a teacher.

Since the European standard for a skilled worker is a British Level IV qualification, on-the-job trainers should attain a standard superior to that. How the NCVQ has not yet approved any qualifications at this advanced level. It should give urgent attention to this.

The first step a firm can take is to make an inventory of the skills of its present employees. The embryonic NCVQ system is intended to be competence-based; it asks people to demonstrate what they can do rather than how many hours of instruction they have received. It is also modular; an individual can pass tests in sequence in order to gain a qualification.

Given the emphasis in British companies upon learning-by-doing, workers should have an easier time passing tests based upon experience than pen-and-pencil tests of more abstract underlying principles.

Secondly, companies must help their partially qualified employees gain the additional skills necessary to become fully qualified masters. To a large extent, training facilities are already at hand in technical colleges, polytechnics, further education colleges, industrial associations and companies. Because the number wanting to upgrade skills would be far fewer than the number of unskilled young workers, organising the training of partially qualified employees should face fewer

bottlenecks. The amount of time required to become qualified as a master worker is much less than that required for an Open University degree.

The more skills an experienced British worker could demonstrate in modular examinations, the faster he or she could qualify.

Part-time study should be normal for qualifying as a master worker because of the shortage of highly skilled workers in firms and the need to maintain a strong relationship between theory and practice. It also enables a person to earn a wage and make an increasingly valuable contribution to a company while pursuing a qualification.

The cost of tuition can be met from the Government's education budget and the £2.1bn a year that it now spends - with limited effect - on training. Companies should continue paying normal wages while workers will have to invest a lot of time outside normal working hours to attend classes and learn new skills.

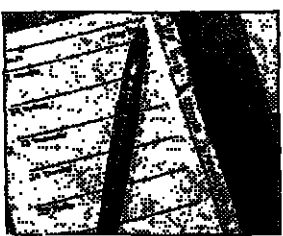
Employees who want to get ahead and find that their employer will not meet the costs of training will have a clear warning: abandon a firm that is stagnating or sinking and get another job. Employers which find that workers do not want to improve themselves will face stark evidence of the costs of past under-investment in human resources.

Paradoxically, the cost to a company becomes greater after an employee becomes fully qualified. Then an individual will expect increased pay, increased status, and increased authority. An employer should willingly give this.

The presence of a small number of master workers can have a multiplier effect within a firm, for they can take the lead in the use of new equipment, identify ways of improving work processes and, by taking the lead in training young workers and adults, slowly but surely contribute to raising the quality of the British labour force.

Professor Richard Rose, of the University of Strathclyde, and Günter Wiganek are the authors of *Training without Trainers: How Germany avoids Britain's supply-side bottleneck*. Published by Anglo-German Foundation, London, £11. ISBN 0 905 492 668

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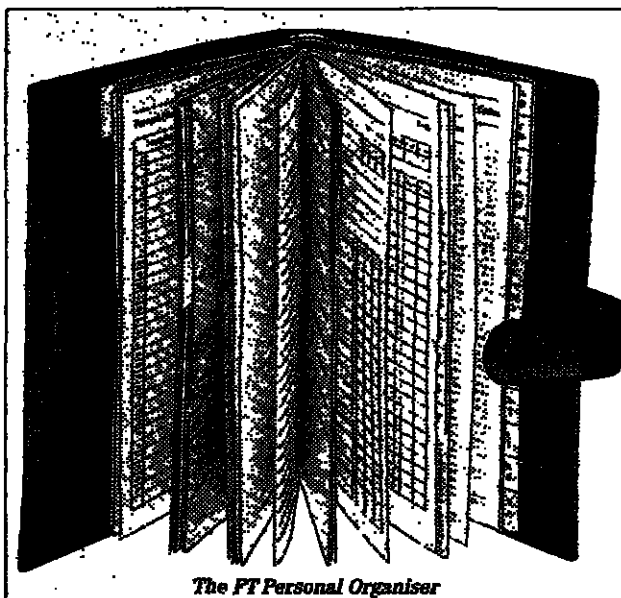
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ARCHITECTURE

Building bricks in the great debate

TRAVEL, READING and looking at architecture, combined with appropriate quantities of good food and wine, make for the best kind of summer. It is a time to forget the debates and the depressing antics that go on around the edge of architecture, time to search for quality. Architects are inveterate tourists but too often they seem to carry too much baggage with them. To help the eye-opening process the publishing industry has been hyper-active in its production of architectural books.

This year there is a lot of attention being devoted to the newly rediscovered and thriving hive of Glasgow. The official designation of the city as European City of Culture 1990 must have helped the new official awareness of the quality of its built environment. Suddenly Charles Rennie Mackintosh is king of the city - and it is the same city that was once prepared to ignore, and even destroy, his work.

All the recognised experts on Mackintosh have combined forces to produce a volume of Mackintosh's own little-known thoughts on architecture. *Charles Rennie Mackintosh, The Architectural Papers*, edited by Pamela Robertson and published by White Cockade Publishing in association with the Hunterian Art Gallery, University of Glasgow, (£15.95, 240 pages).

Mackintosh's writings are few and sometimes greatly influenced by the heavy Russian air that he breathed. But they are fascinating because he was not afraid to talk about the need for artistic independence, but it is an independence only to be enjoyed alongside a parallel respect for tradition, the vernacular and local influences. I like his cour-

age in writing about "seemingly" what constitutes good and bad taste, and his awareness of the dangers of fame.

There are six lectures and several previously unpublished drawings. He comes across as a thoroughbred artist in every aspect and he has been well served by the interpretative essays of Frank Arnel Walker on Mackintosh and the Scottish Baronial style; Pamela Robertson on his Italian travels; James Macaulay on the fascinating influence of Elizabethan architecture; and David and Robert Macdonald on Mackintosh's own thoughts

Colin Amery
leafs through
some recent
publications

and writings. I liked the presentation of this book, which is produced by a new small publisher who wants to concentrate on architectural and design history. It is also encouraging to note that the book is sponsored by an architectural firm, SBT Keppie, the firm that incorporated Mackintosh's old firm of Honeyman and Keppie.

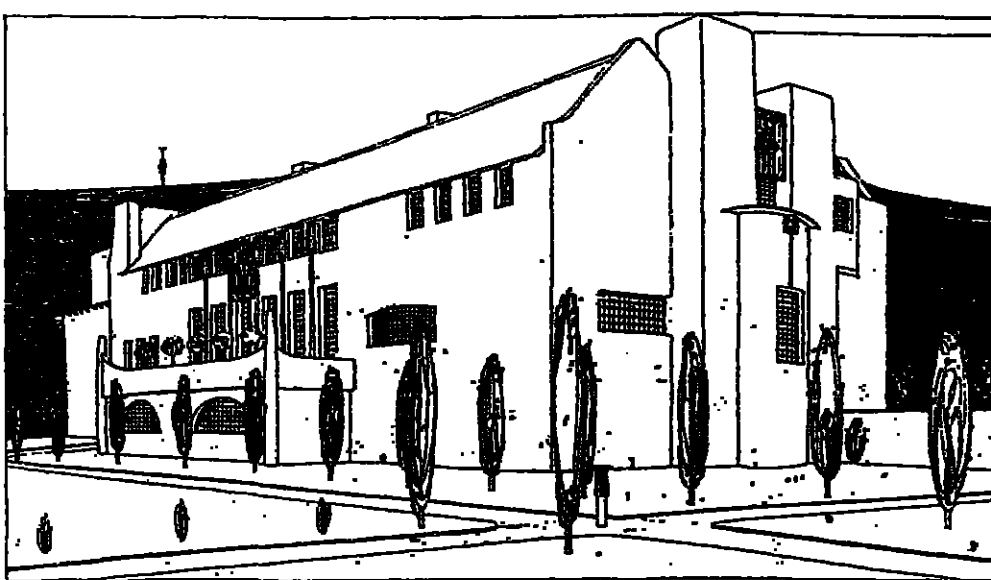
Serious study of Mackintosh and the publishing of original material is a useful antidote to the superficial application of Mackintoshism on so much of the new commercial architecture in Glasgow. It will be fascinating to see the "House for an Art Lover" that is being built in Bellahouston Park, Glasgow - a competition design from 1901 that was not built. Can the quality of Mackintosh's original thought be built from drawings 90 years

later? We shall see in September.

Anyone visiting the city of Glasgow during its cultural renaissance year should have under his arm the recently published *The Buildings of Scotland, Glasgow*, by Elizabeth Williamson, Anne Riches and Malcolm Higgs, published by Penguin Books in association with the National Trust for Scotland (£20, 700 pages). This book is incredible value because it deals comprehensively for the first time with the architecture of the entire city and to walk with this volume is like walking along with three scholarly friends. The city that is endowed not just with Mackintosh, but an intact 19th century merchant city of remarkable quality and the ever glorious work of that true genius Alexander "Greek" Thomson.

For quiet summer reading under the oaks in the garden of your Georgian rectory, there is the perfect book, *Life in the Georgian City*, by Don Cruickshank and Neil Burton (Viking, £25, 288 pages). If you are, as these two authors are, completely fascinated by the accurate historical detail of how people lived everyday lives in 18th-century cities, then this is your book. It should really have been called "Life in the Georgian London house," because that is the subject of much of the book.

The detailed case studies are, in fact, of Mr Cruickshank's own house in Spitalfields and Mr Cruickshank's office in London's Queen Anne's Gate. He has an intimate, almost obsessive knowledge of the detail of construction of London's standard Georgian houses. The great pleasure of this book is that it is an architectural detail a signifi-



Mackintosh's "House for an Art Lover", only now being built

cant quantity of original research about how life was lived. Domestic rituals, breakfast, dinner, supper and the rest - are all described from contemporary accounts.

There is also a great deal of new information about areas of life that often inspire curious questions, usually unanswered. All the plumbing is described in detail, for example, as is the collection of "night soil" and the location of cesspits and privies. In the same way that the night soil of Georgian London, and in this season's crop of new books architectural theory is much in evidence. *Modernity and the Classical Tradition*, by Alan Colquhoun (£22.50, 268 pages), is a collection of thoughtful essays by one of the very few practising British architects, who makes a useful contribution to the academic debate. It may initially appear

rather daunting, particularly three more essays on Le Corbusier, but it sheds a deal of light on the reasons for contemporary architecture being the way it is.

Places of the Soul, by Christopher Day (Thames, £12.95, 192 pages) is a good challenge to the kind of thinking embodied by Professor Colquhoun and so many architectural schools. This architect author has rejected most modern theory and feels that nature, architecture and the spirit should all work more closely together. Although the influence of Rudolph Steiner is strong here, particularly when it comes to the healing properties of shapes and colours and the power of natural geometry, this gentle book offers a route out of the nightmare of so much callous modern construction. I was inspired.

CBPO/Rattle

ALBERT HALL, RADIO 3

In the interval talk of the Prom relay on Saturday the composer, John Adams, observed that he might be said to display two personalities in his music: one serious, the other engagingly described as the "confrontational, wacky, trickster, vernacular." Adams, a shame that he did not tell us which side of his dual personality is dominant in the piece we were about to hear.

Adams's *Harmotum* for chorus and orchestra was first performed in 1981. Obviously the work is a setting of American poets, though its layout in contrasting movements almost makes it feel like a choral symphony, if such a thing is conceivable for a composer as close in his ties to the minimalist as the American Adams. At the very least it brought to mind an orchestral score on the lines of Debussy's *Nocturnes*, but that was not there is anything of the "trickster" Adams lurking behind its pages.

The great beauty of *Harmotum* is the way it sets out its ideas openly and honestly so that each new sound seems to arrive in spacious surroundings, a style of composition that shows impeccable discrimination in the placing of every harmony or wisp of melody. The opening of the second section in particular was a true enchantment: dark words by

Emily Dickinson intoned by the City of Birmingham Symphony Chorus and Simon Halley Singers over the sombre throbbing of lower strings, haunting in its veiled colours. Elsewhere Debussy-like siren voices called over glittering orchestral textures. Let us hope they lure more conductors to the piece, for it is a major work and deserves to be heard again.

Appropriately enough the Adams was introduced by Debussy's own Rhapsody for clarinet and orchestra, played with due sensuality by Colin Farr and supported by the same rich and atmospheric sound that the City of Birmingham Symphony Orchestra brought to their recent all-Debussy orchestral disc.

In the first half a light bulb fell on to the platform with an explosive crash, but that was really the only sense in which this performance of Brahms's Fourth Symphony could claim to be called electrifying.

Rattle's Brahms is measured, with proper concern for weight and density of sound, but the sense of a performance in which every note matters, so memorably achieved by conductors like Sanderling and Jochum, as yet eludes him.

Richard Fairman

BBC Philharmonic Orchestra

ALBERT HALL, RADIO 3

For those who are unable to get out in the summer the Promenade season must come as an enormous boon. A day spent inside while everybody else is able to enjoy the fine weather can only look a more attractive prospect when one knows that the evening will bring a live Prom on the radio.

Stricken by a virulent summer flu, I decided to listen to last night's concert on Radio 3. The quality of relay that the BBC obtains from the Albert Hall has always been good and the sound in the opening item, Elgar's transcription for orchestra of the Fantasia and Fugue in C Minor by Bach, was in the best tradition of the hour, splendidly simple and free, without losing an excessive amount of detail.

In the Wesendonck Lieder a most effective position in the aural spectrum had also been found for the soloist, Delores Ziegler. Although this American mezzo has made her name primarily in Mozart operas, the voice seems to admit no short-fall in stamina or amplitude when it comes to Wagner.

The words might come more, but her singing of the whole cycle was distinguished

by a wide range of colour, gloriously so in the final "Träume". There were only a couple of climaxes where Edwards owned and the BBC Philharmonic Orchestra drowned her, though it would have been preferable to hear how the balance really was in the hall.

The main work on the programme was Elgar's Second symphony, a fine piece of conducting and orchestra. Downes offers good sense Elgar, purposeful and strongly defined, rarely stolid in what is mistakenly thought to be the English tradition.

There is an argument for pushing the opening movement of this symphony along with more speed, as is done in the electrifying early recording by Boult, to be reassured on CD next month. But Downes has his own way with the score, choosing comfortable speeds at which articulation will be clear and then digging into the music.

The central episode of the scherzo, an unleashing of awesome forces, was as terrifying as I can recall.

Richard Fairman

Architecture in India

IT MIGHT well be a *yupa*, writes Christopher Tadgell about a particularly dodgy Buddhist excavation in an early chapter of *The History of Architecture in India*, which he dubs an "introductory synthesis." This is definitely not an introduction for the uninitiated, but a state-of-the-art summary, an erudite reference book for those in the field.

The discourse of Indian architecture has festered for a century under the long shadow of James Fergusson's *History of Indian and Eastern Architecture* and its later apologists. This view was eloquently debunked by the late R. Mehta in his recent book *An Imperial Vision*. In the present volume, Christopher Tadgell has taken care not to follow the typology of "Buddhist," "Hindu" and "Islamic" architecture proposed by Fergusson in the spirit of Victorian religious determinism.

Instead, he constructs a methodology of dynastic histories in tracing the very complex chronology of architectural development and cross-influences on the sub-continent. This is the democratic method of contemporary Indian architectural scholarship: there is no overriding view of great classical achievements and periods of decline, beloved of the Victorians. Mehta does not foreground any one period of Indian history at the expense of another. The great medieval achievements of the Chandelas at Khajuraho are clearly placed in the context of other builders of the period. Southern architecture is accorded as much importance as Northern temple styles, secular as much as religious building.

Tadgell concentrates very strictly on architectural material and description, which is rather problematic in terms of the amazing synthesis between architecture and sculpture that is the Indian achievement. There is little description of figurative sculpture but the strictness of methodology allows Tadgell on the one hand to avoid the heavily symbolic interpretations of scholars such as Stella Kramrisch and John Irwin, or on the other hand the convoluted iconographical listings beloved of Indian scholars.

Tadgell's main concession to symbolism is a fondness for water cosmology, and the book is by no means dry. His main area of research is French classical architecture, and he writes about India with verve and enthusiasm which speeds one through the history, even though the language is very technical.

The early chapters of the history when Tadgell is required to examine the underlying religious aspects of Indian pre-history are the least successful. For the rest, the book is very thorough, clear and unbiased with many unusual illustrations and useful sections if not

THE HISTORY OF ARCHITECTURE IN INDIA

by Christopher Tadgell
Architecture, Design and Technology Press £55.

quite enough plans and maps.

The dynastic history of patronage becomes more explicit when Tadgell deals with the period of Muslim invasions and influence. Here again, the provision of a rich context of regional variants serves to enrich one's grasp of the great Mughal achievements. He is particularly good in tracing the historical influences on Mughal architecture and he illuminates the Indian passion for elaborating palaces and building new capital cities. Inevitably the chapter on "Jaka India," which covers an enormous range of styles and types of building, is rather sketchy. This is an area where there has been a lot of recent scholarship of a very detailed kind. Tadgell is generous in his acknowledgements of other scholars, and illustrates controversial datings and issues wherever possible in the footnotes.

However, this is strictly a formal chronology, in no way a speculative history open to social readings in the spirit of European "new art history." Rather, it represents what might be called "the new encyclopedia" approach in its attempt at uninflected analysis.

Deanna Petherbridge

BOOK REVIEW

Soviet Choreographers in the 1920s

Meyerhold's theatre, Eisenstein's films, Tatlin's monument to the Third International: these icons of their time make it all too easy to consider the early Soviet avant-garde as cut from whole cloth - fresh, unconventional, provocative. But in reality the arts were not equal in the revolution's eyes, and ballet, burdened with an elitist image and the strongest ties to the monarchy, adjusted to the changing world with difficulty. Elizabeth Souritz, like Fokine venerable, but important mostly as a transition figure whose work opened the way for later developments. Golezovsky was the most intriguing for his rejection of plain logic, his ability "to see the soul of a thing under the covering in which it appears to everyone," and the propensity of his ballets to project meanings beyond the limits he set for them. Hints of spirituality may be detected in the visionary quality of his work, in the story of "Joseph the Beautiful" and in the duet called "Prologue," based on Lermontov's *Angel*, a poem in which moon and stars

ernised the old and worked best with narrative. Hasayan Golezovsky, who rejected the old and favoured a "mirage-like illusion of phenomena" sometimes tinged with the erotic, and Evodora Lopukhov, who preserved the old, maintained a classical basis in his new choreography and sought the close interpretation of a musical score in dance.

SOVIET CHOREOGRAPHERS IN THE 1920s
by Elizabeth Souritz,
translated by Lynn Visson
Duke Univ. Press & London Dance Books £29.95, 356 pages

In the few years left to him after 1918 Gorsky was *vieux-garde*, like Fokine venerable, but important mostly as a transition figure whose work opened the way for later developments. Golezovsky was the most intriguing for his rejection of plain logic, his ability "to see the soul of a thing under the covering in which it appears to everyone," and the propensity of his ballets to project meanings beyond the limits he set for them. Hints of spirituality may be detected in the visionary quality of his work, in the story of "Joseph the Beautiful" and in the duet called "Prologue," based on Lermontov's *Angel*, a poem in which moon and stars

hearken to the angelic song. Lopukhov is least problematical of the three, turning to folklore and ethnicity after his grandiose symphonic ballet had failed. Were it not for his gratuitous absurdities which find their way into his work one could imagine his ideas being accepted sooner and more vigorously than they were.

The fate of these choreographers is largely one of heroic failure and vexing non-fulfilment, their paths barred by physical and philosophical obstacles which Souritz's data substantiate. Of the obstacles, the awful privation of the first years was perhaps least damaging in the long term. The central problem is one that Richard Wagner had identified in *Opera and Drama* 70 years before: the goal of art, and the means by which it is to be achieved, were being confused. But Wagner kept his eye upon the end as he condemned the means, while early Soviet critics concentrated on fanning the means that they never clearly identified the goal.

At a time when new language was the mark of revolutionary art, ballet was caught between a classical vocabulary too readily associated with the old and order and alternatives which risked indictment for being obscure or dilettante. Moreover, the emergent *Gesamtkunstwerk*, in which dance co-mingled with the newest experiments of the visual arts, was still anachronistic with

respect to music, if Medtner and Scriabin - to say nothing of Grieg, Bizet and Schubert - were at the cutting edge.

This pervasive disjunction evades Souritz. Indeed, she omits mention of the one score from the period that most western readers would know - Alexandre Mosolov's *Iron Foundry*, initially commissioned by the Bolshoy Theatre for a ballet called *Steel*.

Soviet Choreographers in the 1920s is handsomely illustrated: a spot check reveals the translation to be clear and fluent, if occasionally unidiomatic in English. As prose, the book demands the reader's close attention. In addition, western readers may feel shortchanged by the splendid footnotes which fall well short of providing the background that Souritz surely expected her original audience to have.

In the end, political cataclysm did not sweep away the legacy of the world it replaced, as its synthetic call for the new could not be answered without that transfiguration of remembrance which lies at the heart of innovation. At one point Souritz concedes that evolution, not revolution, ultimately showed the way. In the closing pages she even attributes to Lopukhov, only half in jest, the slogan "Forward, together with Petipa!"

One wonders what Lenin would have thought about that.

Roland John Wiley

Julia Fordham

SADLERS WELLS

Julia Fordham brought her gang to London on Saturday night and a fairly good time was had by all. The star pretended to be shocked by the daring fans who shouted out their love or requests - "I don't know why I put up with you" - but really she is a jolly Jeffrey Williams to join her in two songs that are aimed at the charts and her latest material has wider horizons than the minutiae of battered relationships.

Julia Fordham has been spotted; she is being groomed, her personality may be best suited to present Blue Peter, but her voice is directing her towards the stars. Soon the questions must be answered, the decisions made. This week-end teasing Julia Fordham could still hint at forbidden fruit, but the future looks like a career in cabaret, even on Blankety Blank.

Antony Thornecroft

WNO plans three new productions

The Welsh National Opera is planning new productions of *La Fanciulla del West*, *Count Orly* and *Rigoletto* for its spring and summer season of 1991.

Aidan Lang will produce *Rosellini's Count Orly* and the cast will include Peter Savidge, Peter Rose and Janice Watson, conducted by Carlo Rizzi. *Orly* will be sung in English, but Puccini's *La Fanciulla del West*, a co-production with

L'Opera de Nice, will be sung in Italian and directed by the Romanian, Petrika Ionesco. *Rigoletto* will also be sung in Italian.

The spring season also sees a revival of Goran Jurevich's production of *La Traviata*, and Andre Engle's production of Strauss's *Salome* as well as his new production of *Carmen*, which opens this September, continuing to the 1991 season.

July 27-August 2

ARTS GUIDE

MUSIC

London

Mal Turme. With the John Dankworth Trio. Barbican Hall (Thur) (036 8881).

Paris

Nash Ensemble. Haydn, Franck, Ravel (Mon). Auditorium des Halles.
Quatuor Anton. Schubert, S. Cubistuluna, Mozart (Tue). Auditorium des Halles.
Agnes Mellon. Meneggie Zanetti (soprano), Kari Uemura (viola da gamba), Christophe Rousset (organ), Couperin (Wed).
Musica Trece conducted by Roland Hayrabedian. Chans, Berio, Xenakis, Nono (Thur).
Notre-Dame du Travail, 59 rue Vercingetorix, Metro Percey (4904561, answering machine in English - 4728888).

La Roque-d'Anthéron

Piano festival including all Beethoven's sonatas. Concerts by Nikita Magaloff, Kenneth Gilbert, Nelson Freire, Guido, Oppitz, Orozco, Bechtkov and with Bruggen, Herreweghe as conductors. August 1-23 (4041127).

Brussels

Festival Midia-Minimes: Jazz and classical lunchtime concerts at Eglise Saints Jean et Etienne Minimes.
Summer festival: Brussels Festival Orchestra conducted by Robert Janssens with Greta de Reyghere (soprano), Claude Masson (baritone), World Youth Choir '90 conducted by Denis Meuter, Brahms's German

Requiem (Fri). Cathedrale Saint Michel, Parvis Sainte Gudule.
Festival of Flanders. Bruges, St Walburgskerk. New College Choir Oxford. The King's Consort conducted by Edward Higginbottom. Monteverdi's *Vespro della Beata Vergine* (Sat) (050/44 85 85).

Bruges. St Jakobskerk. The King's Consort conducted by Robert King with James Bowman (countertenor), Italian Baroque Music. (Sun). Capilla Vocal Al Ayre Espanol and Mateus and Eduardo Lopez-Banzo Instrumental Ensemble. 18th Century Spanish music (Mon) (050/44 85 85).

Worms

Cultural Festival (July 16-Aug 11): Worms, the centre of German classical culture, is staging the first pan-German festival, profits from which will go towards reconstruction of the city. The festival is directed by Karl Stief-Wolffinger and staged in the original houses of Goethe, Schiller, Liszt and Bach, who are the central themes of the four-week event. Among the artists appearing are Eya Lin, Alan Titus and the Bavarian Radio Orchestra, under Ralf Weikert, Rudolf Buchsieder, Barry Douglas, Alena Weisberg, Will Quadflieg, Helmut Lohner and the Worms Festival Ensemble (0226/689996; fax 065156).

Schleswig Holstein Festival

This year's 5th Schleswig Holstein festival, initiated and directed by Juana Frantz is an important event for this region and has been enlarged to nearly 180 concerts in 32 different venues. World class musicians will

be performing in towns and villages from Flensburg in the north to Lauenburg in the south. There will also be master classes. The festival's own orchestra, with 120 members from 22 different countries, will train throughout the summer in Salzuflen with five different conductors - Sir Georg Solti, Christoph Eschenbach, Jiri Belohlavak, Paavo Berglund and Semyon Bychkov - and will be performing 10 concerts during this festival. Soloists include Alban Berg Quartet, Igor Oistrach, Natalia Gutman; Boris Pergamenschikov, Heinrich Schiff, Olaf Berger, Dietrich Fischer-Dieskau, Hermann Frey, Peter Schreier, Arleen Auger, Christa Ludwig, Rudolf Buchsieder, Barry Douglas, Katia and Marielle Labèque, Murray Perahia and James Galway. The programme ranges from Bach to Beethoven, Brahms to Bruckner, Mahler to Mozart, Tchaikovsky to contemporary composers. Until August 19. Information: Kartenzentrale Schleswig Holstein Musik Festival Postfach 3840, 2300 Kiel Tel (0431) 567080.

Barcelona. Greco 90: This outdoor festival, mainly staged in Barcelona's Greek theatre, is coming to an end. The Quartet Barroc will be playing Virvidi, J.S. Bach, Oliver y Astorga on Tuesday. Placa del Rei (318 25 25).

Ravenna

Ravenna festival. Ends July 31, with Ann Murray, Carol Vaness, Samuel Ramey and Greta de Reyghere singing arias from three Mozart operas accompanied by pianist Robert Kettelson (Tues) (32577).

Siena

Festival Incontro in Terra di Siena. Chamber music concerts organised by cellist grandson of the composer. His Origo in and around the family home at La Foce. Ends August 4. (0678 64050).

New York

Mostly Mozart Festival. The Classical Band conducted by Trevor Pinnock, with Lowell Greer (horn), play Schubert and Mozart. Mostly Mozart Festival Orchestra conducted by Gerard Schwarz with Itzhak Perlman (violin) play Mozart and Schubert. Cleveland String Quartet in a programme of Mozart and Schubert (Thur). Avery Fisher Hall, Lincoln Center (974 6770).

Washington

National Symphony Orchestra conducted by Randall Glig. Fleisher with Michael Feinstein (piano and vocals). Music from Hollywood. Wolf Trap Festival (703 255 1986).

Chicago

Ravina Festival. Russell Sherman (piano) in a Beethoven recital (Mon); Chicago Symphony Orchestra conducted by Valery Gergiev with Yuri Bashmet (viola) in music by Prokofiev, Schnittke and Tchaikovsky (Thur). Highland Park (778 4622).

Tokyo

Ivy Gittis (violin) plays Bach and Bartok. Cassals Hall (Mon) (456 0560).

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Monday July 30 1990

Fixing the price of oil

THE ORGANISATION of Petroleum Exporting Countries has worked hard in recent years to convince the world that it is a moderate group capable of making a positive contribution to the world economy. It still has more convincing to do.

The meagre fruits of its efforts at persuasion were nearly destroyed last week when Iraq's President Saddam Hussein moved his troops to the Kuwait border and demanded roughly a 50 per cent increase in the price of oil. Until then, President Saddam's oil minister, Mr Issam al-Chalabi, had been prominent among those stressing Opec's moderation.

In the end compromise prevailed at the Opec meeting held last week. Strident calls for \$25-a-barrel oil were defeated and Iraq agreed with the others on a \$21 target price, to be achieved by modestly restricting the supply of Opec oil.

It is natural for Opec to seek a better price for oil, especially at a time when the dollar - the currency in which the oil price is fixed - has been falling. But the Opec countries must remember that they too are part of the world economy and cannot defend its laws. The extreme fluctuations in oil prices over the past two decades, caused in part by Opec behaviour, have imposed a large cost on the international economy. A good part of this cost was in the end borne by the Opec members themselves.

Exaggerated cycles

The extremely low energy prices of the past four years were a natural consequence of Opec's successful efforts early in the 1980s to keep prices artificially high while demand for its oil fell rapidly. These prices were finally unsustainable and the market collapsed.

Both high and low price periods have sent the world long-term signals to producers and consumers. Recent low prices have encouraged a rapid growth in consumption while discouraging investment in production.

Cycles in a commodity industry are unavoidable, but there is no reason for these to be artificially exaggerated - especially when the commodity is as important as oil.

Opec would strengthen its

claim to respectability if it could avoid contributing to price lurches when attempting to satisfy the revenue needs of its members. On this front, at least, there were encouraging signs at last week's meeting that more of Opec's members are beginning to understand the imperatives of the market.

Blaming others

Opec was once again unable, however, to avoid blaming the world for problems of its own making. To say, as Opec's president, Sadek Boussena, did, that non-Opec producers bear some responsibility for difficulties in the market is to ignore the fact that Opec itself has been unable to keep its own members in line.

They have repeatedly signed voluntary pledges with each other only to violate them with abandon. More disturbing were the Iraqi military threats, before the meeting, against its fellow members Kuwait and the United Arab Emirates. Iraq's anger stemmed in part from the way its neighbours helped drive down oil prices by cheating on production quotas. But this cannot justify the threat to take military action.

Iraq's military was helped by the fact that Opec's production agreement stick. Yet no one will believe that an Opec ruled by the gun can promise stability, moderation, or reliability.

The immediate impact of the new proposed price on the world economy is likely to be modest, but negative. It will be softened for many countries by the dollar's weakness; and despite Iraq's threats will inevitably be undermined by overproduction by individual Opec members.

For the UK, however, poised on the brink of entering the European exchange rate mechanism (ERM), the consequences are more complex.

The UK's role as an oil exporter, though diminished, may push up the level at which the pound enters the ERM, which would be good for inflation but bad for corporate profitability.

More likely, however, is that there would be little change in the rate at which sterling joins the system. The inflationary impact of the oil price rise on the UK would thus be as great, or as little, as for any other member of the ERM. Britain's oil-exporting status notwithstanding.

An end to the milk cartel

THE RESHAPING of Britain's dairy industry to meet the requirements of Mrs Thatcher's "enterprise" Britain, let alone the challenges of 1992, is proving hard work.

To those unacquainted with it, the industry presents a surprisingly un-Thatcherite face. On the one hand, monopoly milk marketing boards buy all the country's milk and sell it on. On the other, they not only dispose of 30-35 per cent of the market in dairy products through their own manufacturing companies, but along with a handful of other major dairy concerns also fix milk prices and minimum company profits.

Efforts to break open the cartel have only gathered force in the last year, mainly as a result of increasing pressures on the industry from the creation of the European Community's single market from 1992. In the mid-1970s, on Britain's entry, the Community was persuaded to endorse the milk marketing arrangements mainly because it was hoped that mounting milk surpluses would thereby be diminished. But in the run-up to 1992, monopolies and price fixing looked untenable.

The most obvious way forward would be government legislation to abolish the statutory monopolies of the marketing boards. That would disband the cartel and allow processors to buy milk from farmers directly. But it would alarm conservative dairy farmers, with a folk memory of the 1930s depression in which the boards were formed to protect them. The Government, with no stomach for further political controversy, has balked at such action.

Voluntary abandonment

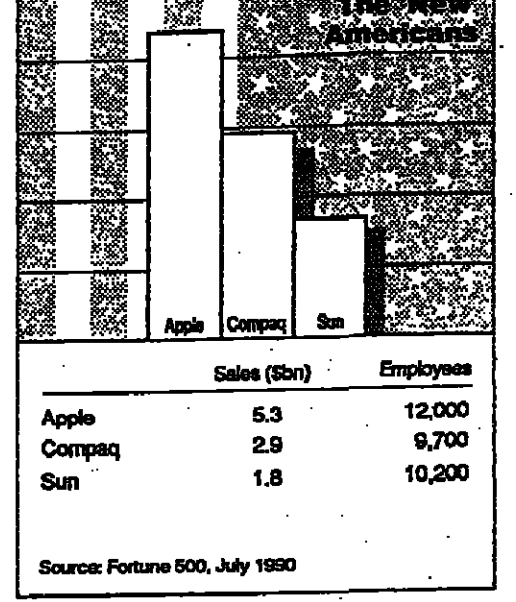
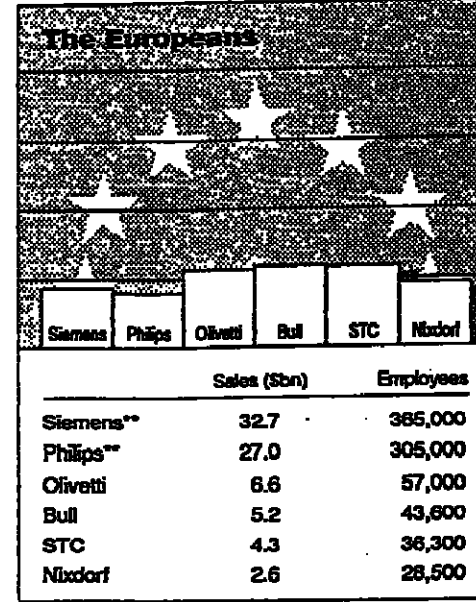
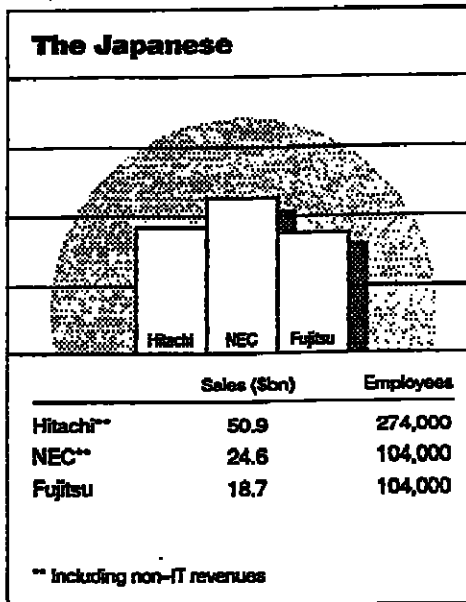
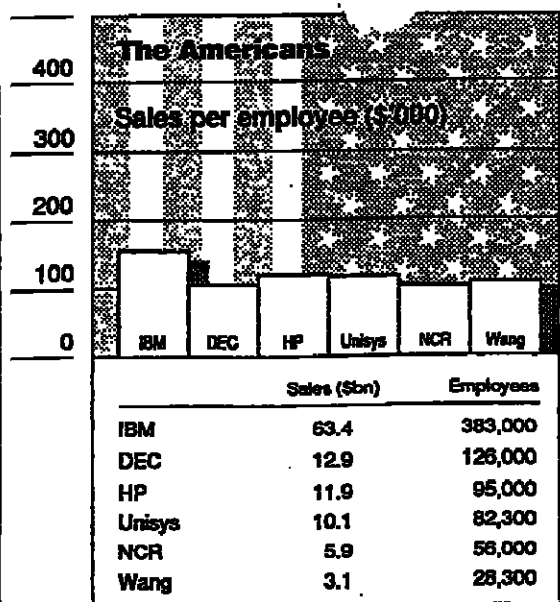
Standing on the side lines, the Ministry of Agriculture instead wants to encourage the Milk Marketing Board for England and Wales - by far the largest of the five - voluntarily to abandon its monopoly. In return, the ministry says it sees no reason why, under either EC or UK law, the MMB should not become a voluntary co-operative and retain its ownership of the manufacturing company Dairy Crest.

It is not yet clear whether the board's chairman, Mr Bob Stevens, still intends to recommend such action at the annual meeting tomorrow since last week he apparently failed to get the complete endorsement he sought from the 18 members of the board. What is evident, however, is the opposition of the processors' body, the Dairy Trade Federation, to such a move. The DTF believes, to quote its president, Mr Andrew Dare, that such a "voluntary monopoly" would be inimical to competition and has threatened litigation. In protest, Mr Dare has called off the limited-time DTF has been conducting with the MMB over a more transparent pricing system.

Regional dealing

Is there a way out of the impasse? If continental practice is a guide, the best solution for farmers, processors and consumers might be one in which farmer co-operatives dealt with processors on a regional basis in a way which encouraged the growth of competition but undermined neither the farmer's nor the processor's essential supplies. It could be that such a solution would ultimately result if the MMB gave up its statutory monopoly voluntarily. For example, one of the biggest English processors, Northern Foods, has suggested it would seek to sign up the 2,500 farmers who currently supply it with milk and other products would probably follow suit.

But that process could take several years and could be both messy and bitter. It would surely be better for the Government to encourage, by way of legislation - to act as midwife to a sensible solution now. The prize could be well worth it. In other major EC countries where more relevant industry structures apply, farmers are paid substantially more for their milk while consumer prices are comparable with those in Britain. Sensible change now would put the UK's industry on a more competitive footing to meet the challenges of 1992.



Source: Fortune 500, July 1990

Alan Cane on the formidable challenge facing the world's computer makers

Only the nimblest will survive

IN the 10 days since the news broke that STC had agreed to sell up to 50 per cent of ICL, the UK's largest computer maker, the world has been hysteric to the point of the absurd.

Within the UK, there has been the customary resignation at the "loss" of another national champion. The deal, the terms of which will be announced today, has also touched a raw nerve among ICL's European competitors which had hoped that, after more than a decade of painful restructuring, Europe's computer industry would be in better shape to take on the Americans and the Japanese.

But the issue goes well beyond Europe. The ICL deal is only the latest evidence that the worldwide computer industry has changed out of all recognition in the past few years, in ways which are poorly understood both outside and inside the business but which are having a drastic effect on the profitability of manufacturers in Europe and the US. Japan is buffered from the full effects for the moment by virtue of its buoyant economy but its makers will eventually face the same dilemma. For survival has become the principal issue.

The reasons for the poor performance of Europe's indigenous manufacturers have been well rehearsed: they are handicapped by insularity, by an inability to find adequate economies of scale and by a singular lack of innovation. Virtually all the main developments in modern data processing, from the personal computer to packaged software, have come from the US and are now coming increasingly from Japan. The European makers represent no threat to International Business Machines, the world's dominant computer maker; Japanese computer manufacturers are its only effective competition today.

Europe's trade deficit in data processing equipment, only \$2.3bn 10 years ago, is now more than \$12bn and is predicted to reach \$17bn by 1993. Efforts to find critical mass through mergers between Europe's small players have consistently foundered, usually over issues of management and control. Siemens of West Germany says it has had serious discussions over co-operation with ICL three times in the past 10 years, none of which bore fruit. The latest, with ICL Olivetti of Italy and Nixdorf of West Germany similarly came to nothing. Now ICL's defection to Fujitsu has finally put paid to ideas

of a pan-European computer company and left behind awkward questions about ICL's continued role. Ironically, in view of its impending sale, ICL has been the most profitable of European computer companies in recent years. It is accepted as a leader in the rapidly growing business of systems integration which most industry observers believe will be the key to profitability for computer makers in the 1990s.

Systems integration has only assumed its present significance in the past two or three years as customers have started looking for strategic computer systems to run their business - a giant step beyond the conventional use of computers for accounting, payroll and personnel records.

In comparison to the gloom in Europe, Japanese industry and media are triumphant. They see the ICL acquisition as an important staging post in their ambitions to become the world's leading suppliers of data processing equipment, a grand design they have pursued against heavy odds since the 1950s.

Now the three leading Japanese computer companies each have a significant mainframe marketing channel to the West. Hitachi sells both through its subsidiary Hitachi Data Systems and through Compaq, a

joint venture of BASF and Siemens, both of West Germany. NEC has a 15 per cent share of Bull HN, one of the two leading companies in France's Groupe Bull to which it supplies computers and components. Fujitsu has its own sales force but also has a significant share in Amdahl, the US mainframe computer manufacturer.

In addition, it sells supercomputers through Siemens. These channels to the West bear closer inspection. Hitachi Data Systems is partly owned by Electronic Data Systems (EDS), itself a subsidiary of General Motors of the US and a company which is tipped to become a world leader in systems integration. Groupe Bull is in the middle of a transformation which will give greater emphasis to systems integration. ICL is already a European leader in systems integration.

Why should this be so significant? It matters because the Japanese are allying themselves with competent sources of systems integration expertise at a time when the traditional computer industry is changing so rapidly that every company is being affected to a greater or lesser extent.

It has been described as a malaise in the industry. The symptom is heavy pressure on gross margins and the prognosis is not good. Some have already succumbed to the sickness.

Long march of history heads East

ICL's history takes in most of the great names of the British electronics industry. It traces its origin to the formation in 1907 of British Tabulating Machines (BTM), the UK subsidiary of the US Tabulating Machine Company (TMC).

TMC and BTM were incorporated by the US citizen Herman Hollerith, who invented the punched-card tabulating machine in the 1890s. TMC became, eventually, International Business Machines. BTM became ICL.

BTM merged with the Powers Sales Accounting Machine Company in 1935 to form the International Computers and Tabulators, with the advent of the digital computer in the 1960s, BTM merged with English Electric Computers - itself an amalgam of a variety of computer interests including those of Marconi - to form ICL.

In 1976, ICL strengthened its position in smaller machines and

specialist terminals through the acquisition of Singer Business Machines. A consequence of this chequered pedigree has been that only in the past few years has ICL functioned as a single, narrowly focused company rather than as a collection of separate units. And it was always a rough, tough industry. In 1972 when Geoffrey Cross took over as managing director, he found a company moribund, demoralised and committee minded, according to the ICL historian Martin Campbell-Kelly.

It has been, however, first and foremost, a technological leader, although its commercial performance rarely matched its computing skills. Among its inventions which bear comparison with any in the computing world are the distributed array processor, an early and successful attempt at what is now called "massively parallel processing" which gives mainframe

computers supercomputer performance and the content addressable file store, a high-speed method of retrieving information from magnetic disks.

The Cross years revitalised the company and saw the introduction of its best-known range, the 2900 series, based on a highly original design developed at Manchester University.

By 1978, however, with Dr Christopher Wilson having taken over from Cross, ICL was running into trouble from two directions - increased competition from a revitalised IBM and a rise in the sterling exchange rate. In 1981, the Government persuaded Robb Willott to become managing director of ICL, with Christopher Laidlaw as chairman. Within six months a technology agreement was signed with Fujitsu, and ICL was on a path which would lead inexorably to Japanese ownership.

Software houses are increasingly writing packaged software to run on "open systems." Customers, following the example of governments, are beginning to specify open systems. Both of these developments are hastening the move from high gross margins to low gross margins at a rate which few manufacturers anticipated.

What options remain for Europe's makers? Mr Francis Lorentz, chairman of Groupe Bull, believes passionately that there should be more collaboration in research and development and in product manufacture.

But amid the rapid change in the industry the question of whether there is a future for an independent European computer industry may be virtually redundant. The real question is whether any of the mainframe and mini-computer manufacturers - with the exception of IBM and the Japanese - can match the speed of change of the industry rapidly enough to survive at all.

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Inquisitor for Soviets

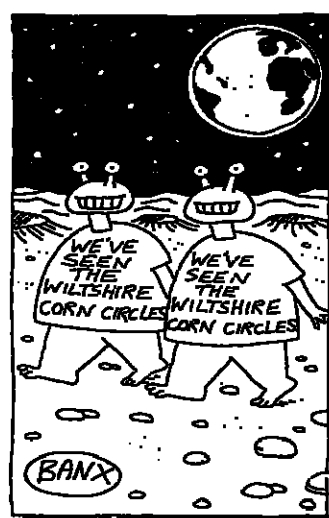
THE man seen as Britain's chief inquisitor during the dark days of the mid-1970s is turning his attention to the Soviet Union. Alan Whitmore was then head of the European department of the International Monetary Fund, and he became something of a bogeyman as he shuttled between Washington and London to negotiate conditions for a \$3.9bn standby loan, and monitor Britain's economic performance.

Now this 65-year-old Englishman is postponing his retirement from the fund to become the personal representative of the IMF's managing director, Michel Camdessus, and will take charge of a study of the Soviet Union. A former Bank of England man, Whitmore's most recent position at the IMF was director of the Exchange and Trade Relations Department.

The study itself was commissioned by the leaders of the Group of Seven earlier this month. The US-inspired idea reflects Washington's anxiety to find a counterweight to balance continental Europe's enthusiasm for providing heavy financial support to the Soviet Union. Camdessus himself has been in Moscow all this weekend meeting senior Soviet officials. The weekend before he was busy in New York presiding over the first meeting on the Soviet study, which will bring in the World Bank, the Paris-based Organisation for Economic Co-operation and Development and Jacques Attali, the French head of the new European Bank for Reconstruction and Development.

There is some concern that the Soviet study, to be completed by the year end, may distract the IMF. It also looks suspiciously like doubling up on the work of the European Commission which has to complete its own study of the Soviet Union by October. The

OBSERVER



Commission's study also happens to be using the services of the World Bank, the OECD and Mr Attali.

Gardini's aide

Somewhere in the shadows behind Raul Gardini, the wily silver-haired boss of Italy's Ferruzzi-Montedison group of companies, is Giuseppe Garofano. This 46-year-old head of the Montedison chemicals group has just sprung Italy's merger of the year, leaving many brokers fuming.

Although a chemical engineer by training, Garofano prefers crunching numbers than cracking chemicals. Talking of the complex deals which he has constructed for Gardini, Garofano's eyes start to sparkle. Last year, he masterminded the £2,700m net sale of Ferruzzi's stake in Fondiaria, the leading insurer. This wiped out at a stroke the debt of Ferruzzi Finanziaria, the financial holding company which he also runs. Now he has turned his brain to Montedison itself.

But perhaps the best testament to Garofano's skills are his powers of survival. A protégé of Mario Schimberni, the former Montedison boss who left swiftly when Gardini took control, Garofano's fertile brain has so far secured his position as top dog at Montedison's Milan headquarters, from which many others have departed less than willingly.

Profit in law

A new journal is being launched today for Britain's lawyers containing absolutely no legal precedents. It will also shock the more traditional lawyers with lots of "dirty" words like profits growth, public relations and even management strategies.

The bi-monthly Professional Lawyer is the most significant journal launch so far from Chancery Law Publishing, a new legal publishing venture from Bloomsbury. The independent publisher was set up in 1988 by Nigel Newton, a San Franciscan who has worked in the British publishing industry since reading English at Cambridge.

"The concept of the journal is revolutionary: it's dedicated to making law firms more profitable," says Newton who took on the big American publishing conglomerates by setting up Bloomsbury in the first place and is now challenging the heavyweights of the legal publishing world such as Butterworth and Sweet and Maxwell. The new legal publisher has already come out with journals on water and utility law.

The idea for Professional Lawyer, which will look at all the practical problems of running a law firm, came from David Yates of Baker & McKenzie. For 18 years he was professor of law at the University of Essex. Yates, director of professional development

at Baker & McKenzie and also general editor of the new journal, noticed that such specialist journals were common in the US but not in the UK. "There's a very clear gap in the market and we're going to fill it," says Yates, who adds that partnerships for lawyers may be democratic but corporations could be more efficient.

Shoulder pads

A fashion writer once complained that women in shoulder pads looked like American footballers in drag. Yet will those aggressive, hunky shoulder pads become part of our 20th-century style like the miniskirt of the '60s?

Certainly the Victoria and Albert Museum has had an extraordinary response to what set out as a nutty scheme to commemorate this (largely female) fad of ego-projection. Set up with the Power Shoulder Look of the '80s, Elizabeth Block of City Marketing decided to organise a mass donation of shoulder pads to the V & A. Her idea, slightly tongue-in-cheek, was to get sculptress Silvia Libedinsky to create a work from these unwanted extras. The V & A agreed to back the project as a side-line to its exhibition, Collecting for the Future.

Since June shoulder pads have been arriving at the museum by the score. "We now have well over 3,000 in sacks. More than 100 came in last week and they are all over the office," says Tracy Williamson, the V & A's press officer. Many have arrived in envelopes; but a tidy pile has been contributed by Harrods.

Silvia Libedinsky, who specialises in soft sculptures of foam, now has a large enough stock to begin work on a giant tortoise. The shoulder pads are apparently well suited to form layers for the tortoise's shell. But the tortoise is also meant to contrast the more discreet, slower-moving '90s with the brasher go-getting '80s. One might call it a sculpture of the vanities.

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FINANCIAL TIMES
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BUSINESS INFORMATION

Leonid Brezhnev would never have thought that a town once named after him would house the first experiment in Soviet-style capitalism.

The former town of Brezhnev, 900 km east of Moscow, has now been renamed Naberezhnyye Chelny as part of the battle against stagnation in the late Soviet leader has come to represent. More important, it is the site of Kamaz, the Soviet Union's main heavy truckmaker and an enterprise that is set to become the country's first true shareholding company.

With an annual output of 125,000 trucks from its 100 sq km plant, Kamaz (Kama River Automobile Works) was a showpiece of the huge-scale industrialisation pursued by Mr Brezhnev. It is now a pioneer in the Soviet Government's campaign to transform an ailing, centralised administrative-command system into a market economy.

With Moscow's active encouragement, Kamaz is the first state enterprise to take advantage of a month-old law allowing the establishment of joint-stock companies and the sale of shares to outside investors, including foreigners. "We want Kamaz to set an example for other enterprises," says Mr Gennadi Melnik, a senior official on the Government's economic reform commission. "This will also help us sort out any practical difficulties in implementing the reform." A list of capital by enterprise, earmarked for denationalisation will be published by the end of August.

Under the gaze of Lenin, whose portrait still adorns the offices of most Soviet managers, Mr Leonid Komm, a 43-year old economist from the city of Kazan and creator of Kamaz, is planning Kamaz, sketches bold plans to raise badly needed capital by selling shares later this year. "Whoever goes first is bound to experiment," he says. "But we believe there is no way out other than the market."

Mr Nikolai Bekh, the company's general director, announcing the plan in May, said that what is the world's largest truck plant wanted to improve its product so it could compete on world markets. To do that, Kamaz needs at least 600 million rubles at the overvalued official rate in fresh capital by the year 2000, he said, adding that it was "unrealistic" to count on the state for any money.

Apart from the sums involved, the scale of the task ahead is gigantic. Kamaz faces a host of practical, legal, and financial obstacles in a country which has neither a stock market nor a functioning market mechanism.

More than that, it is constrained by the economic structure created by 70 years of communism. Suppliers for any enterprise are chaotic. Workers are poorly motivated. State planning displaces market mechanisms in determining whom an enterprise sells to and at what price. But the stakes in this experiment are high both for Kamaz and the Government. If Kamaz, one of the country's more efficient enterprises, fails to make the change, there is little reason why others should succeed.

With turnover last year of Rbs 4bn and profits of Rbs 550m, Kamaz has been systematically milked for cash by the state. The results of that policy are debts of Rbs 400m and equipment which has not been replaced since Kamaz started production in 1976. This means that it spends some Rbs 100m a year repairing machinery originally supplied by dozens of western companies in the 1970s. Renault, the French car maker, supplied welding and painting equipment. Swindell-Dressler of the US built the foundry. West Germany's Thyssen provided forging equipment and Fischer of Switzerland was one of several suppliers for the assembly plant. Japanese companies such as Marubeni helped equip the press-shop.

If Kamaz is eventually to compete, by retooling with comparable equipment, it has to attract hard currency investment and know-how from western companies - but this time without government financial support.

With total equity of Rbs 55m, Kamaz hopes to place around Rbs 450m of stock to foreign investors in an initial sell-off of a third of its capital later this year. However, it will not receive all the money at that stage. The state will get the proceeds of the Rbs 1.5bn sale (although it has agreed to take only the rouble equivalent of any hard currency raised). In a second stage, Kamaz plans a capital increase of around Rbs 1bn next year, all of which it will keep.

Prior to its relaunch as a joint-stock company, the enterprise is arranging for western auditors to produce a proper balance sheet for inspection by potential investors. Mr Komm says an important west European vehicle manufacturer is interested in eventually taking a stake, although he declines to confirm whether candidates include Fiat, which is building a new car plant at Yelabuga, just across the Kama River.

"Our immediate problem is to convert a Soviet balance sheet into one which meets world accounting standards," explains Mr Komm, who used to work at the giant Fiat-built car plant at Togliatti. He adds that another prerequisite for attracting westerners is government approval of legislation to protect foreign investment. This would allow an investor to

Oiling the wheels of Soviet capitalism

Past neglect has made harder the launch of Kamaz truckmaker as a competitive company, writes Leyla Boulton

mean that Kamaz has to barter trucks for anything from heat to cast iron. In some cases it has to fly in raw materials and components, raising transport costs to about 6 per cent of its turnover. It is unsurprising therefore that the company wants to swap shares with suppliers as a way of improving their reliability.

Another way in which Kamaz differs from any conventional privatisation is that it intends to spend nearly a third of the sale proceeds on social welfare. "We are a socialist enterprise," Mr Komm gently emphasises. "Of course, a shareholding company is created with the aim of making more profit... But our main general aim is to improve the wellbeing and salaries of our workers."

"It is important that this should not frighten investors," he adds, promising a more efficient workforce. "When our workers become our shareholders, they will seek to enhance their own property."

But there is no doubt that many in the workforce are thoroughly demoralised by years of poor social conditions, and sceptical about the whole idea of buying shares. "It's all the same to me. There's no incentive to work here," argues Mr Maksud Fawatovich, a 25-year-old foundry worker who has been waiting for a flat for five years. But he said he would buy shares, because he had nothing to lose. "It will probably be better, but there is bound to be unemployment," said Mr Rashid Akmetov, a forger from Kazakhstan.

Kamaz is promising its workers a dividend of 8 per cent to 10 per cent on their investment. The Government meanwhile is doing all it can to help the enterprise succeed. While Moscow coyly says that the project is Kamaz's own initiative, Mr Komm says the idea came from the very top - specifically from Dr Leonid Abalkin, the Deputy Prime Minister responsible for economic reform - before the legislation even existed.

"Looking for ways to raise capital, we went to see the Deputy Premier in December with a plan to become a leasehold enterprise, and to sell shares later on. But when Abalkin suggested that we become a shareholding company right away, the idea felt on fertile ground because we were psychologically ready."

As one result, new tax laws - setting fixed corporate rates of around 36 per cent against deductions of up to 80 per cent now - are being applied to Kamaz six months ahead of the Government's reform schedule. The Government will also write off the debts of state enterprises which go public, and will forgo dividend payments up to the amount that it receives from any share sale.

The Kamaz project, like the whole drive to switch the Soviet Union to a market economy, may seem a desperate gamble. But the alternative to failure is bleak. For all the difficulties ahead, Mr Komm says the experiment is "doomed to succeed. The Government has finally understood that it cannot manage the economy from above. That is the most important achievement of perestroika."



The Kamaz enterprise has been systematically milked for cash by the state

re-sell Kamaz shares and take hard currency out of the country.

Kamaz also wants to persuade its 140,000 workers and other Soviet enterprises - in particular those which happen to be either its customers or suppliers - to invest in the business. But until the Government sets up the stockmarket it has promised, shares will not be offered to the public.

Under the new structure, a shareholders' assembly is to become

Kamaz's ultimate master. A board representing investors will oversee management. The state will retain 51 per cent of the shares, but it has promised to hand over half its voting rights to workers. It is not yet clear how this will work in practice. "Any disagreements will have to be discussed until both sides agree," Mr Komm provisionally explains.

Kamaz currently operates in virtual autarky in a town built specially for it. Perennial problems with suppliers

LOMBARD

CBI initiative on inflation

By Samuel Brittan

A staff study of inflation by the Confederation of British Industry has attracted attention by its call for the reform of the Retail Prices Index. But the disclosure of the RPI recommendations ahead of the rest of the report gives a one-sided impression. The draft version now circulating makes more comprehensive recommendations and provides a better diagnosis of the origins of the present inflation than any rival schools of monetarists.

While the CBI makes the ritual condemnation of the short-lived UK interest rate cuts early in 1988, the report makes clear that the roots of the problem go much further back: to the levelling out of inflation at only 5 per cent after 1983-84, while other European countries went down to lower rates.

Although the RPI is now exaggerating the size of the inflationary upturn, its real disservice was, as Lord White-law might have put it, in stirring up complacency in the mid-1980s, when the headline inflation rate was depressed by a series of mortgage rate cuts - not to speak of a one-off halving of the oil price in 1986, which it would have been difficult to eliminate even from a reform index.

The CBI charts inflationary pressures in terms of nominal domestic demand. This is more useful than the conventional estimates of real demand still used by the Treasury, from which inflation has already been extracted. Nominal demand growth never fell below 8 1/2 per cent which it attained in 1984-85, after which it started to climb again.

The CBI is unconvincing when it tries to argue that fiscal policy was loose or that privatisation sales were used to finance public spending. The report correctly identifies, however, the role of rapidly rising consumer borrowing (80 per cent of which was ostensibly due to housing and not to credit cards or hire purchase as populists suppose). The credit boom itself reflected deregulation, which the CBI analyses in detail, as well as greater confidence in the future. The latter force was also behind the investment

Productivity growth		
Annual % change 1980-87		
	Whole econ	Manufact industry
UK	2.3	5.7
France	1.9	2.2
Germany	1.6	1.9

Source: OECD

boom which was superimposed on the later stages of the consumer upturn.

The report correctly argues that the struggle against inflation needs to be more firmly institutionalised both in a commitment to the European exchange rate mechanism and in a more independent central bank. One without the other is not enough. ERM membership will transform the inflation outlook only if 3 per cent per annum in the sheltered sector will still deliver a lower overall inflation rate than anything experienced in the lifetime of most British citizens.

The greatest obstacle to a counter-inflationary exchange rate standard lies not in the normal lag of productivity in domestic services, nor even in sheltered labour markets, but in the housing market, which is distorted not only by mortgage interest relief, but by the absence of property taxes or any taxation of owner-occupier capital gains. Above all, it is distorted by not-in-my-back-yard planning controls. It is here that the CBI will have to screw up its courage to a greater extent than anything shown in the present draft.

LETTERS

Redesigning western Europe's defences

From Mr David Harvey.

Sir, The defence cuts resulting from Options for Change are, in common with every defence review since 1945, controversial, not revolutionary. Tom King is right to take this approach. The light at the end of the Cold War tunnel could as well be a Russian express train driven by a nationalist.

None of the proposed changes should be put into effect until we have arms agreements that are seen to work and are capable of verification. For the moment we must retain a substantial presence in Europe and encourage the Americans to do the same. However, the Government needs to look to where this holding operation will lead. If more optimistic assumptions prevail there will have to be a complete rethink of both NATO's operational force and western Europe's procurement structures. We shall only be able to take full economic and political advantage of lower levels of tension if western European nations work to redesign their defences together.

The answers lie in a more determined attempt to move towards cheaper multinational force structures in NATO and the development of a rationalising western European procurement agency. A new force structure could follow naturally out of existing proposals that have come from NATO and the Western European Union to be largely ignored to date because of a lack of will. A powerful procurement agency is more probable.

Over this the host country can have very little influence. Hence technology which has been developed in the UK ends up benefiting another country's manufacturing base.

While we seem to rush into the arms of foreign owners with apparent abandon, it is not surprising that Europe, and the UK in particular, fail to translate "technological strength" into profitable and expanding world market share.

Mike J. Phillips, 9 Lodge Park, Whitstable, Kent, Northamptonshire

Why bother with a hard Ecu?

From Mr John Stevens MEP.

Sir, Paul Richards ("Questions and answers on the hard Ecu," July 25) answers his own questions most plausibly. Perhaps he can answer mine? I have two.

The first is, why bother? Why, if your objective is to move from 11 currencies to one, start by creating another one?

If a single currency is the objective, why not go straight for that: narrowing the bands of the exchange rate mechanism (ERM) progressively to zero and irrevocably fixed rates and then instituting a currency reform? If, on the other hand, a single currency is not the objective, how can

this be a serious contribution to the debate on European monetary union?

My second question is, how does this scheme satisfy the political objectives, now driving the debate on monetary union? To invest in the non-Germans to contain Germany by getting rid of the D-Mark, the concentration of German power; and of the Germans to spread the costs, which presently will fall to them, of developing central and eastern Europe through the integration of capital flows? Only a relatively swift move to a single currency can achieve these objectives.

John Stevens, 15 St James's Place, SW1

Towards more open skies

From Mr K.P. Armitage.

Sir, I concur wholeheartedly with Hugo Dixon's ("Why the open skies stay closed," July 17) and his comments in the parts played by national public telecommunications operators (PTOs), and Intelsat and Eutelsat in strangling the advance of telecommunication services by the provision of private satellite communication systems for the business sector.

In the US, where deregulation already provides much greater flexibility and choice for the customers and where an open skies policy is encouraged, many major corporations have already provided their own private VSAT video and data satellite communication networks.

With more integration between member nations of the European Community and the real possibility of greater trade with eastern Europe, satellite communications offer the ideal

solution where a lack of terrestrial services and connectivity might hold up progress.

As mergers and acquisitions occur in Europe, VSAT satellite communication systems offer considerable potential for large corporations and multinationals with dispersed sites, factories and distribution points to provide and manage their own telecommunication networks independent of national PTOs and the exorbitant costs of numerous international connections.

Both Eutelsat and Intelsat should consider the feasibility of opening-up their access procedures by providing long-term and short-term access to transponders, from both fixed and mobile satellite systems much like the services provided by GTE Spacenet and Comsat in the US.

K.P. Armitage, 29 Stoneham Close, Petersfield, Hampshire

Walesa: politician of last resort

From Professor Joaquim Muns.

Sir, I read with interest your editorial comment ("Divisions in Poland," July 17). As I have just come back from a lecturing visit to that country, including a private meeting with Mr Lech Walesa, I would like to offer the following comment.

You seem to endorse Mr Walesa's bid for the presidency. Others do too. But many, including some of his best advisers, think this an unwise move. And so do I. I think Mr Walesa's role lies in his inspiring force and his

capacity as political arbitrator. Fortunately are the countries which, like Spain with the King, have a politician of last resort to tide them over exceptionally difficult periods. Would it not be best for Poland, and as a matter of fact for all of us, if Mr Walesa remained as the politician of last resort he is instead of getting burnt out in the political arena?

Joaquim Muns, Professor of International Economic Organisation, University of Barcelona, Spain

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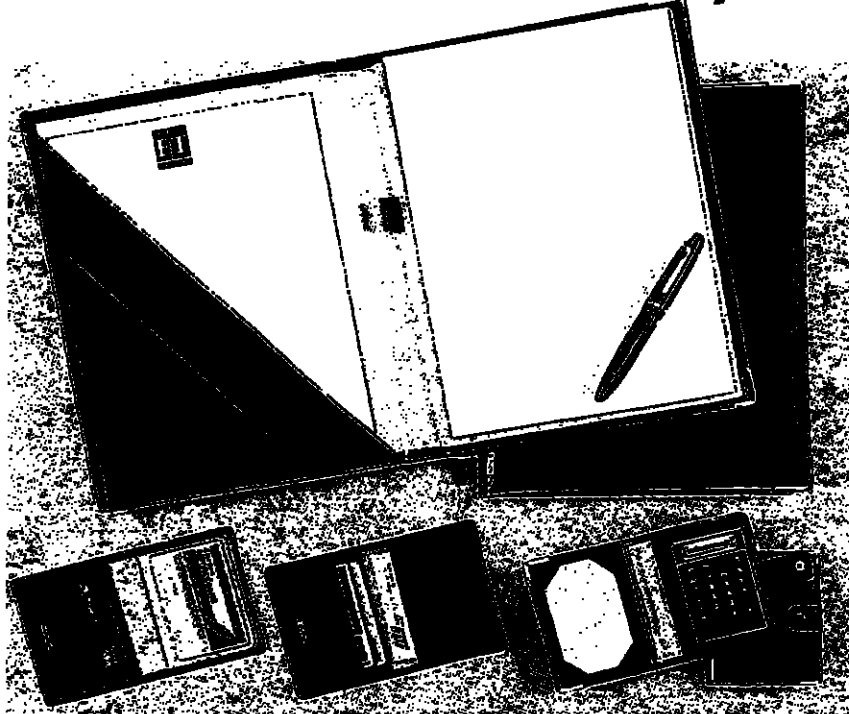
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INTERNATIONAL CAPITAL MARKETS

INTERNATIONAL BONDS

Treading carefully towards full market transparency

HOW DO you make a market more transparent? That is a problem the officials in charge of the Eurobond market have wrestled with for years in the hope that greater transparency might lead to the enhancement of its reputation as an investor-friendly marketplace.

Transparency is important because it gives investors a sense that they can deal at a fair price on a spread in line with that on other, similar bonds. Put another way, they know that they are not being sold bonds away from the market price because they can see the market price.

It might seem a self-evident qualification for a serious international market, but the Eurobond market still has elements which resist fiercely the prospect of full transparency.

These elements are a throwback to the days when the market was less driven by institutional investors, and the disposal of sharply-priced paper was regarded as part of the game.

The argument runs that profitability is diminished in direct proportion to the visibility of price information. This is a highly dubious proposition. If transparency leads to greater confidence and turnover, returns from dealing should improve, not decline.

Much of the suspicion attached to the Association of International Bond Dealers' Trax system for trade matching comes from a concern that the

price data involved might be packaged and used to provide real-time prices.

Indeed, the technology already exists for such a service. Trax could become the equivalent of a ticker tape, putting out almost instantly the price at which the last transaction in a particular bond was done.

In terms of investment decisions, this type of information has to be treated with some caution, because there are trades done in the market which can be well away from the current market price.

Such transactions are carefully monitored and regulated by the AIBD, which allows so-called special trades in certain circumstances. In general, however, a ticker tape would be about as close as a market could get to full transparency and would be enthusiastically welcomed by investors.

Small wonder the AIBD itself is treading carefully. Although its officials know the potential of the Trax system, they have to weigh the value of transparency against the wishes of the association's members.

That is why the price data currently provided by the AIBD and disseminated, for example, daily in the Financial Times, comes not from Trax, but from the council of reporting dealers.

These are the equivalent of Eurobond market-makers. They feed their

bid-offer prices to the AIBD in London at the end of each day. An algorithm averages the prices to try to establish the best price for each bond.

Prices likely to be away from the market are stripped out. For example, in a sample of three or more prices on a particular bond, the highest and lowest figures are removed. The system looks for genuine price levels and, on more liquid bond issues, might be sampling up to 20 different prices. This produces a price guide which has been broadly embraced by investors, although it has to be remembered that it is only a quotation system. It is not based on actual trades, prices of which might vary considerably.

The market has taken steps itself to introduce more transparency, particularly on new issues. Until recently, the traditional syndication method, with its apparently straightforward fee structure, meant in practice that syndicate members could try to offload paper at prices most advantageous to themselves without investors having recourse to reliable benchmarks.

On well-priced issues, this meant the underwriters could profit by selling paper expensively to investors on the grounds that it would perform well in the secondary market.

When issues were aggressively priced, they could still accept their

invitations and follow one of two paths. Either they could discount some or all of the fees to themselves and place bonds with investors at a more generous price, or they could use the inter-dealer broker market to place the paper anonymously back to the lead manager, a practice which aroused fierce controversy in 1989 and helped lead to the introduction of new syndication methods.

Ironically, broker-dealers provide a measure of transparency in that anyone willing to pay for a dealing screen can subscribe to their dealing pages and see live prices. But, again, this is an ad-hoc and partial solution to transparency. Further, the bulk of broker-dealer business is in the new issue market, leaving the secondary market poorly represented.

The fixed-price re-offered method of underwriting was intended to introduce more visibility to the new issue market. The idea was to fix a price at which bonds would be offered to investors, with all the underwriters working for the same fee.

Correctly used, the technique has made some parts of the market more transparent, although it has quickly reached its current limits of applicability.

Worryingly, its introduction has had the effect of creating a dual culture in the market, and this threatens to undermine the concept of market-

wide transparency. While houses can point to pockets of price clarity, they can continue to disguise the murky bulk of their trades. The fact that this duality overlaps the divide between the institutional and retail markets for Eurobonds does little to help.

Transparency is not just about prices, however. It also helps if investors can relate price and volume or turnover. In an ideal market, a precise relationship between price and liquidity would exist, with the most active issues enjoying the finest dealing spreads and most competitive prices.

The provision of regular turnover statistics is a relatively recent innovation, but the trend is towards more detailed information and that will help investors. As with prices, Trax could provide precise figures.

At present, however, there is not much interest in turnover, partly because the information needs to be quite specific before it is of real value.

The two international clearing organisations, Euroclear and CedeL, are providing more useful turnover information. Euroclear recently changed its reporting format to give much more precise figures on the most actively traded fixed and floating-rate Eurobonds, as well as different government securities.

Andrew Freeman

INTERNATIONAL CREDITS

UK banks win most electricity mandates

TWO UK clearing banks, Barclays and Midland, have mopped up most of the mandates so far disclosed to finance the UK's regional electricity companies, due to be floated in November. About 18 banks are said to have been involved in a fierce bidding contest.

Official mandates are expected to be awarded in the next few days, but a number of informal mandates have already been given.

South-Eastern and Mersey-side and North Wales Electricity have appointed Barclays Bank, while Midland, London and South Wales Electricity have mandated Midland Bank, according to market participants.

In addition, Manufacturers Hanover is believed to have received a mandate for East Midlands Electricity's financing, while National Westminster is also thought to have a mandate.

Underwriting groups will be assembled in the next two to three weeks, and syndication is then likely to start in the second half of August.

Meanwhile, Northern and Norwest are expected to appoint banks early this week, followed by Southern and Eastern next week, bankers said.

Yorkshire Electricity is the only company which is expected to use a series of bilateral loans, instead of syndicated financings.

The syndicated financings are expected to take the form of revolving credit facilities which mature in about five years, a year after the interim reviews on electricity pricing.

The average size of the transactions is expected to be about £50m, but one or two of the larger companies, such as Eastern and East Midlands, are likely to raise as much as £500m.

Competition for the mandates means that the transactions will be finely priced. The fiercest pricing is expected to be a margin of 15 basis points above the London interbank offered rate (Libor), with most transactions priced at 17½ basis points to 20 basis points above Libor. The facility fees, originally expected to range from 7 to 10 basis points, are likely to be squeezed towards the lower end of that range and one is said to carry a 6½

basis point fee. Most banks are expected to charge 7 to 8 basis points.

For such lending to prove worthwhile, banks must be hoping that secondary business will be generated on a local level.

Meanwhile, National Grid is said to be talking to five banks, including several UK clearing banks, about its financing, which could be as large as £750m. Although National Grid is a superior credit, the larger size of the issue and the lack of secondary business to be generated are likely to iron out any pricing differential, bankers said.

● Nationwide Anglia has established a \$10m US commercial paper programme, with First Boston and Shearson Lehman as dealers.

● Capital Holdings, the US insurance company based in Louisville, Kentucky, is raising \$450m through Credit Suisse First Boston.

● Three Turkish banks completed loan financings. A \$50m revolving credit for Interbank, the Turkish commercial bank, was completed by J.P. Morgan as arranger. The three-year revolver carries a margin of 50 basis points above Libor.

Türk Ekonomi Bankası signed a \$30m two-year loan agreement with Deutsche Bank Luxembourg. Deutsche Bank Luxembourg is also the arranger of a \$20m syndicated revolving credit facility for another Turkish bank, Finansbank. The one-year facility can be extended for a second and third year, subject to the lenders' consent. Interest is set at Libor plus 55 basis points annually.

● TCB Finance has signed an agreement for a £100m syndicated revolving credit facility with a tender panel. J. Henry Schroder Wagg is leading the transaction.

This is the first big financing for TGB, which provides stock-in-trade and a range of consumer financing facilities to their clients.

The committed banks will receive an underwriting fee of 10 basis points and a margin on drawings under the committed facility for 15 basis points above Libor.

Tracy Corrigan

NEW INTERNATIONAL BOND ISSUES

Borrowers	Amount m.	Maturity	Av. life years	Coupon %	Price	Book runner	Offer yield %
US DOLLARS							
Saiyu Ltd	250	1994	4	4½	100	Nomura Int.	4.750
Oest. Kontrollbank(d)	200	1995	5	9	100½	J.P. Morgan Secs.	8.995
Nacoh Co	320	1994	4	4½	100	Nomura Int.	4.750
Nacoh-Fujitosh Corp.	150	1994	4	4½	100	Yamaichi Int. (Eur)	4.750
Mitsui Taiyo Kobe Bank(e)	30	1991	1	zero	95.62	Mitsui Taiyo Kobe	4.680
Toyoko Sash	150	1994	4	4½	100	Nomura Int.	4.750
Toyoko Sash	150	1997	7	5½	100	Nomura Int.	5.500
Credito Italiano(f)	150	2000	6	7	100	Merrill Lynch Int.	-
Yukon Kogyo Co.	80	1994	4	8½	100	Daiwa Europe	5.125
Council of Europe(g)	20	1991	1	13	101½	Chase Investment Bk	11.330
CANADIAN DOLLARS							
KW Int. Finance	150	1995	5	11½	101½	Dresdner Bank	11.442
Oest. Kontrollbank	150	1995	5	11½	101½	Dresdner Bk Cap.Mkts.	11.442
Toyota Motor Credit(h)	125	1995	5	11½	99½	Wood Gundy	11.979
Province of Quebec	250	2000	10	11½	98.97	Societe Generale	11.880
AUSTRALIAN DOLLARS							
Ford Credit Australia	75	1995	5	14½	101½	Hambros Bank	13.990
CIBC Australia(g)	50	2000	10	6	81½	Nikko Secs.(Europe)	13.133
D-MARKS							
Insaba & Co.	110	1994	4	4½	100	Nomura Bk (Germany)	4.875
Gen. Electric Cap.Corp.(b)	150	1997	7	(b)	101½	Merrill Lynch Bank	-
Daimler-Benz Int.Fin.(f)	200	2000	10	(f)	100.80	Deutsche Bank	-
Nationwide Anglia B.S.(m)	300	1995	5	5	100.20	WestLB	-
Deutsche Bk Finance(g)	300	2000	10	(g)	100.80	Deutsche Bank	-
LIBRE							
British Gas Int. Fin.	100m	1994	4	12½	101.40	Bca.Comm.Italiana	11.791
SWISS FRANCES							
Daide Steel Sheet(h)	91	1995	-	5	100	UBS	5.000
Sanyo Denki Co.(i)	80	1995	-	4½	100	SEB	4.250
Choku Marine Pts(j)	80	1995	-	3	100	Citicorp Inv. Bank	3.023

Borrowers	Amount m.	Maturity	Av. life years	Coupon %	Price	Book runner	Offer yield %
US DOLLARS							
Canon Sales Co.(n)***	300	1994	-	3	100	S.della Svizzera Ital.	3.000
CSG Corp.(k)	50	1994	-	4½	100	UBS	4.250
Gen. Electric Cap.Corp.	125	1995	-	6½	101½	Wirtschafts- und Privatbank	6.420
Montreal Trust Co.***	100	1995	-	7½	101½	UBS	6.825
Postbank(h)	75	2005	-	7½	101½	J.H.Schroder Bank	6.834
Furukawa Co.(l)***	150	1995	-	4	100	Credito Suisse	4.000
Kubota Ltd.***	150	1995	-	7½	99½	SSC	7.330
LB Rheinland-Pfalz***	100	1995	-	7	101½	UBS	6.696
Uniden 21 Corp.***	55	1995	-	5	100	UBS	5.000
Dresdner Finance	150	1995	-	7	101½	Dresdner Bk(Schweiz)	6.578
Ask Planning Center***	100	1995	-	5	100	UBS	5.000
FRENCH FRANCES							
Credit Local de France	1bn	1995	5	10	101.72	Societe Generale	9.551
IBM Int. Finance	1bn	1997	7	10	101½	BNP	9.620
YEN							
Nordic Investment Bank(a)	30bn	1995	5	7½	100	Nomura Int.	7.250
Nissan Cap. of America(c)	100bn	1993	3½	7½	101½	Yamaichi Int.(Eur)	7.023
Stopbank	100bn	1993	3	7½	101½	Nippon Credit Int.	6.976
Den Norske Bank	50bn	1993	3	7.21	101½	ISJ Int.	6.788
Scopbank(f)	20bn	1997	7½	(f)	101½	Bk of Tokyo Cap.Mkts	-
Unibank A/S(r)	2bn	1991	1	9½	101½	Nippon Credit Int.	7.485
Unibank A/S(r)	1bn	1991	1	7½	101½	Nippon Credit Int.	5.521
Banco di Sicilia	50n	1993	3	7.3	101½	ISJ Int.	6.778
LUXEMBOURG FRANCES							
Skand. Enskilda Banken	1bn	1997	7	9½	101.90	BGL	8.938
CIBC	1.7bn	1997	7.2	9½	101.95	Bge Paribas (Lux)	9.106

***Private placement. **Variable rate notes. *Floating rate notes. †Convertible. ‡With equity warrants. §Final terms. ¶Fixed re-offer price at par. || Coupon first 2 yrs pays 8½%, then 15½% minus 6-month Libor thereafter. Non-callable. † Short first coupon pays 15½% over 6-month Libor, then 7½% fixed thereafter. ‡ Fixed re-offer price. § Partial amount of \$20m retired and March 1991. ¶ Coupon pays 6-month Libor plus 1½%, then 7½% annually thereafter. † Lease price not disclosed. Callable from 1995 at par and annually thereafter. ‡ Unlimited. § Unlimited. Non-callable. || One call only after 10 years at par. † Callable from August 1995 at 101, then 101½ from 1996 but only if no warrants are outstanding. ‡ Fixed re-offer price. § Coupon pays 15½% over 3-month Libor. ¶ Full back rate: years 1-5 1½% over Libor, years 6-10 1½% over Libor. Non-callable. † Coupon pays 9½% first 2 years then 15½% minus 6-month Libor thereafter. Non-callable. ‡ Coupon pays 6-month Libor plus 1½%. Non-callable. † Put option Dec 31 to yield 5.552% (indicated at 6.0075%). Non-callable. ‡ Put option March 1995 at 105%. Indicated at 105½% to yield 6.091%. ¶ Dual-currency bond. Borrower option to redeem in Eur. § Coupon pays 9½% first 3 years, then 15½% minus 6-month Libor thereafter. Non-callable. † Redemption linked to Nikkei stock index. Note: Yields are calculated on AIBD basis.

This announcement is not an offer or an invitation to subscribe for the units described below and appears as a matter of record only. The Closing Date for the Placing was 12th July, 1990

New Issue

July 1990

The Austro-Hungary Fund Limited

(A dollar denominated closed-ended investment company incorporated and managed in Guernsey)

PLACING

of

up to 1,000,000 Units at a price per Unit of U.S.\$50

payable in full

each Unit consisting of 5 Participating Shares

of a par value of U.S.\$0.01 each

and 1 Warrant

The objective of the Fund is to achieve capital growth principally through investment in listed Austrian and Hungarian equities and equity-related instruments.

The Investment Manager is Lloyds Investment Management International Limited. The Austrian adviser is Creditanstalt-Bankverein, the largest banking group in Austria. The Hungarian adviser is CA-BB Brokers Limited, which was established as a joint venture by Budapest Bank and Creditanstalt. The Fund Administrator is Lloyds Bank Fund Management (Channel Islands) Limited.

The Fund is the first publicly available investment vehicle designed to participate in Hungary's emerging listed equity market following the re-opening of the Budapest Stock Exchange on 21st June, 1990.

The Fund's Participating Shares and Warrants are listed on the Amsterdam Stock Exchange; application has been made to register the Fund's Participating Shares and Warrants on the Budapest Stock Exchange.

Merrill Lynch International Limited

Robert Fleming & Co. Limited

Nomura International

Creditanstalt-Bankverein

Credit Suisse First Boston Limited

Goldman Sachs International Limited

Lloyds Merchant Bank Limited

Pierson, Heldring & Pierson N.V.

All these securities having been sold, this announcement appears as a matter of record only.

New Issue

July 1990

Sumitomo Metal Industries, Ltd.

U.S.\$320,000,000

4¾ per cent. Bonds Due 1994

with

Warrants

to subscribe for shares of common stock of Sumitomo Metal Industries, Ltd.

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Yamaichi International (Europe) Limited

Algemene Bank Nederland N.V.
Bank of Tokyo Capital Markets Group
Baring Brothers & Co., Limited
Chase Investment Bank
Cosmo Securities (Europe) Limited
Dai-ichi Europe Limited
Dresdner Bank Aktiengesellschaft
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Meiko Europe Limited
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Nippon Kangyo Kakumaru (Europe) Limited
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Wako International (Europe) Limited

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Kidder, Peabody International Limited
Lehman Brothers International
Manufacturers Hanover Limited
Merrill Lynch International Limited
Mitsubishi Trust International Limited
NatWest Capital Markets Limited
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Okasan International (Europe) Limited
Salomon Brothers International Limited
Société Générale
Toyo Trust International Limited
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INTERNATIONAL COMPANIES AND FINANCE

Bearish outlook for troubled Bull

Alan Cane finds the computer company sliding further into the red

Time may not be on the side of Groupe Bull, the French state-owned computer manufacturer. Today, it will report losses at the half-year stage of FF1.28bn (\$311m), almost double the budgeted shortfall.

Its plans to return to profitability include further streamlining of its workforce and an acceleration of fundamental restructuring designed to bring it into line with industry trends.

Along with other mainframe computer manufacturers, Bull, traditionally makes most of its sales in the final three months of the year. However, the size of its deficit at six months makes it virtually certain that the company will be unable to return to profit in 1990.

It made overall losses of FF275m on sales of FF32.7bn last year, the first time it had fallen into the red in three years.

Mr Francis Lorentz, chairman, attributed last year's deficit to a combination of production difficulties at the group's Angers, France, manufacturing site - now solved - and the strength of the dollar, which pushed up the cost of components.

This year's problems were more serious, he said, because they were rooted in profound changes in the structure of the worldwide computer industry



Francis Lorentz: mainframe market essentially flat

and were therefore significantly more difficult to solve.

Mr Lorentz said the company had planned and budgeted for losses of about FF1bn at the half-way mark. There were two chief reasons for the substantially greater deficit:

● Computer shipments were less than expected because the effects of a group-wide restructuring programme, put in place at the beginning of the year to improve efficiency, had hurt sales much more than expected.

In the first six months of the year, the company streamlined its sales operations in the US, France and Italy, and began to

move away from direct sales towards third party channels such as selling through dealers and software houses. It also moved towards providing computing services for its customers, placing less emphasis on sales of hardware.

The restructuring diverted executives' time and attention away from sales to a greater extent than the company had planned. Mr Lorentz thought it had cost Bull between \$100m and \$150m worth of sales. He said the programme was now complete.

● An industry-wide and accelerating trend towards erosion of gross margins. Mainframe computers typically command large gross margins of 60-80 per cent, which have underwritten the computer industry's expensive direct sales strategies.

But personal computers and computers based on "open systems" command gross margins of only 30-50 per cent. Mr Lorentz said. Open systems technology, which enables computers from different manufacturers easily to be connected together and to run software from different sources, is becoming increasingly popular.

Mr Lorentz said the market for mainframe computers was essentially flat; the market for personal computers and open systems was growing much faster than expected, resulting

in heavy pressure on margins. It was an especially difficult situation for Bull because it was committed to open systems and especially to computers running the "Unix" operating system. "We want to be one of the major suppliers of Unix computers," Mr Lorentz said.

What are his plans to cope with the reversal in Bull's fortunes? "We have put in place an action plan on sales, gross margins and costs to do everything we can to reach our initial goal of returning to the black this year. We will fight, but it will be very difficult."

"At the same time we have started a two-year recovery plan to be ready at the end of September. It will involve further streamlining of the organisation. By the end of 1990 we will have only about 40,500 people compared with 43,500 in 1989 and 47,000 in 1987."

The integration of the company worldwide would be speeded up to gain economies of scale through costs sharing at Bull SA; Bull HN, in which Honeywell of the US and NEC of Japan have a minority stake; and Zenith, the US-based personal computer manufacturer Bull acquired last year.

It would also move more rapidly to integrate its proprietary mainframe technology and Unix technology under the open systems banner.

Cofipsa may sell stake in leading port producer

By Patrick Blum in Lisbon

COFIPSA, the Portuguese holding company controlled by Mr Carlo De Benedetti, appears set to sell its 40 per cent stake in Real Companhia Velha, one of Portugal's leading port producers.

This follows months of bitter disagreements with Mr Manuel da Silva Reis, Real Companhia's major shareholder, over strategy.

Neither Cofipsa, nor officials from the De Benedetti group, would comment, but relations between the two major shareholders have become so embittered that one of the two will have to go, a local analyst said. This raises the possibility of Cofipsa buying out Mr Silva Reis.

Cofipsa bought its stake in the company last November in a move that was designed to encourage synergies between the Portuguese port producer and Bodegas Berberana, a Spanish Rioja wine company in which Cofipsa, the De Benedetti group's Spanish holding company, holds a 49 per cent stake.

Cofipsa is said to be ready to sell its stake in Real Companhia to Casa do Douro, a Portuguese para-state institution, for about \$55bn (\$55m).

SB consists of 47 Plaza self-service department stores in West Germany, which have annual sales of about DM2bn. Mr Franz Wolf, Co op chairman, said the sale was a decisive step in the company's restructuring efforts. The deal means Promodes can realise its goal of entering the German market.

An agreement to create La Caja de Ahorros y Pensiones de Barcelona was signed on Friday, merging Spain's largest and eighth largest savings banks.

The entity, with assets of Ptas2,000bn (\$62.3bn) and deposits totalling Ptas3,000bn, becomes easily the largest financial institution in Spain. It was formed from the merger of Spain's largest bank, La Caja de Pensiones, known as La Caixa, with La Caja de Ahorros y Monte Piedad de Barcelona.

Correction
Sulzer
IN the graph accompanying Friday's article on Sulzer's marine diesel deal, the figures for Sulzer and for MAN-B&W were transposed.

Software hitch delays German futures trade

By Andrew Fisher in Frankfurt

TRADING on new futures contracts on the Deutsche Terminbörse, West Germany's futures and options exchange, will have to be delayed beyond the middle of September because of technical problems with new software, the DTB said yesterday.

The trading of futures contracts on long-term West German Government bonds (Bunds) and on the 30-share DAX index was due to begin on September 16.

However, the DTB has now decided to postpone a planned simulation programme, which should have started this week alongside the existing trading of options on 14 leading German equities.

Dealings in these share options began in January. The DTB will decide next month on its new timetable for the simulation programme and the start of dealings this autumn in the two new products.

It decided on the postponement because it was unhappy with the performance of the software and wanted to give its members enough time to get used to the new programme before trading began.

Further DTB products are also in the pipeline. It plans to add a futures contract on medium-term Bunds; a DAX option; options on both DAX and Bund futures; and a futures contract on three-month D-Mark interest rates.

COMPANY NEWS IN BRIEF

BANK JULIUS BAER of Zurich said its earnings had improved considerably in the second quarter after an unsatisfactory first three months. writes William Dullforce.

Net interest income had exceeded the result for the first half of 1989, but other income items had not come up to last year's figures. Operating costs had remained below the figures budgeted for the first half.

Last year the bank, which specialises in private and investment banking, recorded a 21 per cent increase to SF44.7m (\$32.4m) in net earnings. During the first half of 1990 the balance sheet total rose by 21 per cent to SF5.1bn.

Mass Transit Railway Corporation, which operates Hong Kong's underground rail network, reported that overall losses increased to HK\$21.7m (US\$2.8m) for the first half of the year from HK\$16.0m a year earlier, writes Angus Foster in Hong Kong.

Interest and finance charges rose to HK\$795m from HK\$758m, while the corporation recorded a HK\$3m loss on property development, compared to a HK\$72m profit last time.

Fare revenue, however, rose 17 per cent to HK\$1.27bn, helped in part by last year's opening of Hong Kong's second cross harbour rail and road link. Outstanding loans were little changed at HK\$17.14bn.

Swissair profits collapse

By Our Financial Staff

SWISSAIR, Switzerland's publicly traded national airline, announced a sharp fall in pre-tax operating profit for the first half of 1990 and stepped up its cost-cutting programme.

Profit collapsed to SF770m (\$51.1m) from SF215m a year earlier, in spite of a slight rise in revenue to SF2.37bn from SF2.3bn. Costs before depreciation were up 10.3 per cent to SF2.50bn against SF2.48bn, and the airline's overall loss factor was 64.6 per cent, down from 65.3 per cent.

Swissair said that, with uncertainty over how second-half traffic is likely to develop, firm forecasts on 1990 results were "extremely difficult to make."

Mr Peter Nydegger, finance chief, said the company would

use management consultants to help it pare soaring costs. The airline had launched a sweeping review of operations to see where it could save money.

Customer service and security would be spared budget cuts, Mr Nydegger said. "But everything else is subject to analysis," he said. He could not rule out possible layoffs.

In a letter to shareholders, Swissair said personnel costs jumped 14 per cent in the first half. A sharp rise in jet fuel prices in the first quarter also lifted expenses, and the strong Swiss franc held down profit measured in francs.

Mr Nydegger said Swissair had hired McKinsey & Co to help it review the entire company's organisation.

PWA raises CS\$300m loan

By Robert Gibbens in Montreal

PWA, parent of Canada's second largest airline, has negotiated a CS\$300m (US\$260m) loan facility with a group of banks led by Mitsui Bank to support its US\$1.25bn re-equipment programme.

Canadian Airlines International (CAIL) is buying new Boeing and Airbus aircraft over the next four to five years. The programme has been trimmed back because of the slow domestic air travel market and PWA's heavy debt load following the takeover of Wardair in early 1989.

PWA said the latest loan facility completes the airline subsidiary's financing for the re-equipment programme at rates averaging between 8 and 9 per cent. Other loans have been arranged with domestic,

European and other Asian institutions.

PWA has already sold most of Wardair's equipment and now plans further asset sales of CS\$125m, including a lease-back deal on its operations headquarters in Vancouver.

Last week PWA sold two Boeing 747-400 order positions to American Airlines for CS\$100m, and has delayed expansion in the Pacific area by one year.

Mr Steve Garmaise, airline analyst with First Marathon Securities in Toronto, expects PWA to post a small operating loss before aircraft sales for 1990. He estimates PWA's debt has been reduced to well below \$1bn. Prospects will improve if domestic interest rates decline and the economy revives.

July 1990

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Specification is hereby given that the Warrants entitle the holders to a US Dollar cash amount per Warrant being the difference, if any, between the price (London PM, fixing) on the business day in London following the Exercise Date of one troy ounce of gold and USD: 409.80, in accordance with the "Terms and Conditions of the Warrants" (c) "Cash Payment and Exercise Procedure", (and not London PM, fixing) on the Exercise Date as described erroneously in the introduction of the "Terms and Conditions of the Warrants".

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In accordance with the provisions of the notes, notice is hereby given that for the interest period from 30 July, 1990 to 30 January, 1991 the rate of interest on the notes will be 8% per annum. The interest payable on the relevant interest payment date, 30 January, 1991 will be US\$10,222.22 per US\$250,000 note.

Agent: Morgan Guaranty Trust Company
JPMorgan

Republic of Portugal

FF 700,000,000 Floating Rate Notes due 1995
(issued on July 24, 1987)

and

FF 700,000,000 Floating Rate Notes due 1995
(second tranche issued on April 26, 1988)

In accordance with the Terms and Conditions of the Notes, notice is hereby given that for the interest period from July 26, 1990 to October 26, 1990, the Notes will carry an interest rate of 10.1375 % per annum. The interest payable on the relevant interest payment date, October 26, 1990, will be FF 259.07 per Note of FF 10,000 nominal and FF 2,590.69 per Note of FF 100,000 nominal.

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EUROPEAN DUTY FREE INDUSTRY

The Financial Times proposes to publish this survey on:

20th September 1990

For a full editorial synopsis and advertisement details, please contact

JONATHAN WALLIS
on 071 873 3565

or write to him at:

Number One
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London
SE1 9HL

FINANCIAL TIMES
EUROPE & BUSINESS NEWSPAPER

Notice of Purchase

EUROPEAN INVESTMENT BANK

775% US\$ Bonds of 1986, due 9th July, 1996

Notice is hereby given to Bondholders that during the twelve-month period ending 9th July, 1990, US\$ 2,239,000 for the European Investment Bank's 775% US\$ Bonds of 1986, due 9th July, 1996, have been purchased.

As of 9th July, 1990, the principal amount of such Bonds remaining in circulation was **US\$ 222,761,000**

EUROPEAN INVESTMENT BANK

Luxembourg, in July 1990

CB FUND INTERNATIONAL
Société d'Investissement à Capital Variable
R.C. Luxembourg B 21.603
NOTICE OF MEETING

Notice is hereby given that the Annual General Meeting of CB FUND INTERNATIONAL will be held at the Registered Office in Luxembourg, 10A, Boulevard Royal, on:

Friday 17th August, 1990 at 14 hours 30,

for the purpose of considering the following Agenda:

- To receive and adopt the Management Report of the Directors for the year to 31st May, 1990.
- To receive and adopt the Report of the Auditor for the year to 31st May, 1990.
- To receive and adopt the Annual Accounts as at 31st May, 1990.
- To appropriate the earnings.
- To grant discharge to the Directors and the Auditor in respect of the execution of their mandates to 31st May, 1990.
- To receive and act on the statutory nomination for election of the Directors and the Auditor for a new term of one year.
- To reduce the number of Directors from 4 to 3.

The resolutions will be carried by a majority of those present or represented.

The Shareholders on record at the date of the meeting are entitled to vote or give proxies. Proxies should arrive at the Registered Office of the Company not later than twenty-four hours before the Meeting.

The present notice and a form of proxy have been sent to all shareholders on record at 24th July, 1990.

In order to attend the meeting, the owners of bearer shares are required to deposit their shares not less than five clear days before the date of the meeting at the Registered Office.

Proxy forms are available upon request at the Registered Office of the Company.

By order of the Board of Directors
J. Carlsen
Director
J. Pearson
Director

INTERNATIONAL CAPITAL MARKETS

US MONEY AND CREDIT

Bond market's vision of recession

THE BOND market peered into the near-term future last week and thought it finally saw the prospect of impending recession.

Last Friday's 1/2 point rise in the 30-year Treasury benchmark - producing a yield of 8.48 per cent - was the rally reaction with which investors greeted the news that inflation-adjusted second-quarter GNP growth was a mere 1.2 per cent, and that 1989 overall growth had been revised downward to 2.5 per cent from a previous three per cent.

Not even the most clever spin doctors at the Bush Administration's Department of Commerce can put a gloss on these numbers, which show that the economic outlook is not only uncertain at present, but has actually been a lot worse over the past year than was acknowledged by officialdom.

"History," as the analysts at Kleinwort Benson put it, "has therefore been rewritten and the economy has been far more sluggish than previously thought."

What is more, the second-quarter GNP figure, which surely fits the popular and palliative notion of the economy being in a "low growth channel," had as much to do with inventory rebuilding as actual economic progress.

The 1.2 per cent figure was itself a drop from the 1.7 per cent GNP growth recorded in the opening quarter of 1990, a figure which in turn had been revised down from an earlier 1.9 per cent. The implicit deflator was meanwhile 4.4 per cent in the second quarter, higher than the markets were expecting.

Also significant was the fact

that final sales (GNP adjusted for swings in inventory levels) declined by an annual rate of 1.5 per cent in the second quarter, which compared with a 3.8 per cent rise in the first quarter.

The components of second quarter US macro-economic performance all point to a weaker outlook for the third and fourth quarters than has been indicated thus far by the majority of America's "Don't worry! Be happy!" economic pundits.

For example, net exports fell by \$11.1bn in the second quarter. So did business investment, by 6.1 per cent on an inflation-adjusted basis. Consumer spending and personal income figures were also lower, although not yet sharply enough to warrant fears of an immediate slide into no-growth.

Taken together, however, last Friday's indicators imply that the coming months will be at best an uneasy proposition and that the Government's latest prediction of a 2.2 per cent GNP growth rate for the whole of 1990 may be politically opportune, but conceivably on the optimistic side.

These gloomy statistics mean two things. Firstly, they give more backing to the "leeching on the brink" school of American thinking; they suggest that the smartest US businessmen, bankers and institutional investors are those who are getting ready to fasten their seatbelts for a patchy 1990, a time that is likely to see more confusion and damage coming from the still-unresolved problem of the federal budget deficit, a state of sectoral shake-ups, mergers, real estate bankruptcies, higher loan losses at banks and

problematic profits in several key manufacturing sectors.

Secondly, as Salomon Brothers noted on Friday, the newly released national output data will strengthen the Federal Reserve's conviction that its recent easing move was appropriate. The new numbers should also reinforce the Fed's existing bias toward a further easing of rates.

The Fed funds rate, notched a quarter of a point lower to 7 per cent two weeks ago, could be headed to the 7 1/2 per cent to 7 3/4 per cent range before the autumn.

The bottom line appears to be that unless there is the surge in final demand that optimists claim will come in the fourth quarter, the US economy could well approach the New Year in an even more parlous state than it now seems.

If the end of last week saw listless trading in the Treasury market turn to GNP-induced rally, the equity market seemed to wake up to the new realism as well.

What is most striking for the observer of Wall Street is that the makers and breakers of the Dow Jones index, as well as the Treasury yield, have waited so long to recognise the fundamental dullness of the US

economy. But when one realises how widespread is the market's proclivity to short-term analyses of all sorts of indicators, be they quarterly GNP figures or earnings per share, the wishful thinking syndrome on longer term forecasts seems less surprising.

A visit to the battered real estate markets of Denver or the auto plants of Detroit certainly gives a better heartland feel for the state of the economy than would a visit to Wall Street.

Mr Alan Greenspan of the Fed prefers the East Coast cocktail circuit to mucking about in Middle America and last week he was being feted on Capitol Hill and in the press as a man with political antennae so sensitive that he can squelch his way through the most uncertain summer and autumn.

So Mr Greenspan's much vaunted instincts - both monetary and political - are expected to lead him to a gentle easing of rates before the economy sputters much further in the autumn, and this is likely to be, quite coincidentally, in time for the November mid-term elections.

Alan Friedman

US MONEY MARKET RATES (%)

	Last Fri	1 week ago	4 wks ago	12-month high	12-month low
Fed Funds	8.00	8.00	7.50	9.92	7.50
Three-month Treasury bill	7.77	7.77	7.50	9.11	7.20
Three-month Treasury note	7.77	7.77	7.50	9.11	7.20
Three-month commercial paper	7.77	7.77	7.50	9.11	7.20
30-day commercial paper	7.77	7.77	7.50	9.11	7.20
90-day commercial paper	7.77	7.77	7.50	9.11	7.20

US BOND PRICES AND YIELDS (%)

	Last Fri	Change on week	Yield	1 week ago	4 wks ago
30-year Treasury	100 1/8	+1/8	8.35	8.42	8.44
20-year Treasury	100 1/8	+1/8	8.35	8.42	8.44
10-year Treasury	100 1/8	+1/8	8.35	8.42	8.44

Money supply: In the week ended July 16 Mt fell \$2.6bn to \$807.5bn.

NRI TOKYO BOND INDEX

	Dec 1985 = 100	Current	12-month high	12-month low	26 wks ago
Overall	145.15	145.39	145.86	142.99	144.02
Government Bonds	145.48	145.79	146.34	143.49	142.79
Corporate Bonds	144.73	144.79	145.14	142.49	142.42
Govt-guaranteed Bonds	145.80	145.80	146.01	143.96	142.99
Bank Deposits	145.49	145.49	145.69	142.49	142.42
Yield	145.49	145.49	145.69	142.49	142.42
Govt-guaranteed Bonds	145.49	145.49	145.69	142.49	142.42
Bank Deposits	145.49	145.49	145.69	142.49	142.42
Yield	145.49	145.49	145.69	142.49	142.42

Government 10-year: 6.97 - 6.83 6.93 6.36

Estimated per yield

Source: NRI Research Institute

EUROMARKET TURNOVER (\$m)

	Primary Market	Secondary Market	Other
US\$	2,176.0	2,176.0	13,073.3
DM	1,141.3	1,141.3	9,916.7
FF	1,161.3	1,161.3	9,916.7
Yen	1,161.3	1,161.3	9,916.7
Other	1,161.3	1,161.3	9,916.7
Total	1,161.3	1,161.3	9,916.7
US\$	1,161.3	1,161.3	9,916.7
DM	1,161.3	1,161.3	9,916.7
FF	1,161.3	1,161.3	9,916.7
Yen	1,161.3	1,161.3	9,916.7
Other	1,161.3	1,161.3	9,916.7
Total	1,161.3	1,161.3	9,916.7

Week to July 26, 1990

Source: AIBD

NOTICE OF REDEMPTION

7 1/4% CONVERTIBLE SUBORDINATED DEBENTURES DUE JUNE 16, 1997
CONVERTIBLE INTO COMMON SHARES OF

TRIMAC LIMITED

Redemption Date: September 21, 1990
Conversion Right Expires: September 20, 1990

NOTICE is hereby given that Trimac Limited ("Trimac") intends to redeem and hereby calls for redemption on September 21, 1990 (the "Redemption Date") all of the outstanding 7 1/4% Convertible Subordinated Debentures due June 16, 1997 (the "Debentures") and issued pursuant to a trust indenture dated June 16, 1987, between Trimac and The Royal Trust Company as Trustee (the "Trust Indenture"). Upon presentation and surrender of the Debentures together with all unexpired coupons appertaining thereto to the office of the Trustee or a paying agent specified below (the "Paying Agents"), Trimac will pay to or to the order of the holder of each Debenture a redemption price equal to 104.50% of the principal amount redeemed plus accrued interest thereon to the Redemption Date. The interest payable for the period from the most recent annual interest payment date (June 16, 1990) to the Redemption Date will be \$19.13 per \$1,000 principal amount redeemed.

NOTICE is further given that in accordance with the terms of the Trust Indenture, upon the deposit by Trimac with the Trustee or any Paying Agent, of the sum required to pay the redemption price (including accrued interest) on all outstanding Debentures, the Debentures shall not be considered to be outstanding and interest upon the principal amount of the Debentures shall cease from and after the Redemption Date.

OPTION TO CONVERT IN LIEU OF HAVING DEBENTURES REDEEMED

Debentureholders may convert any or all of their Debentures into Trimac's Common Shares at the rate of 179.13 Common Shares per \$1,000 principal amount of Debenture surrendered plus cash in lieu of fractional shares, prior to the close of business (at the office of the Trustee or Paying Agent at which the conversion right is being exercised) on September 20, 1990 (the "Time of Expiry"). There shall be no adjustment by Trimac on account of any interest accrued or accruing on Debentures from June 16, 1990. The method of delivery is at the option and risk of the holder but the method must permit delivery to the Trustee or a Paying Agent on or before the Time of Expiry. If Debentureholders do not convert their Debentures prior to the Time of Expiry, their right to convert will terminate. Debentures held by them after the Time of Expiry will be redeemed as provided above.

So long as the market price of Trimac's Common Shares is greater than \$5.94 per share, a holder of Debentures who converts will receive Common Shares of Trimac having a market value, plus cash in lieu of fractional shares, greater than the amount of cash the holder would otherwise be entitled to receive upon redemption. Holders of Debentures are urged to obtain current market quotations for Trimac's Common Shares.

To convert Debentures into Common Shares of Trimac, holders must present and surrender their Debentures together with all unexpired coupons and a duly signed and completed conversion notice at any of the offices of the Trustee or Paying Agent. Conversion notices are obtainable from the Trustee or any of the Paying Agents. Holders delivering a Debenture for conversion must pay all taxes and stamp, issue and registration duties (if any) arising on conversion other than any taxes or capital or stamp duties payable in Canada by Trimac in respect of the issue of Common Shares on conversion. Certificates for Common Shares issued on conversion will be delivered to the converting Debentureholder in accordance with the directions contained in the conversion notice at the risk of such Debentureholder within 15 days after the conversion date.

Reference is made to the Trust Indenture for the full text of the provisions relating to the redemption and conversion of Debentures.

TRUSTEE

The Royal Trust Company

The Corporate Trust Department
600, 333 7th Avenue S.W.
Calgary, Alberta T2P 2Z3

The Corporate Trust Department
4th Floor, 74 Victoria Street
P.O. Box 475, Adelaide Street
Postal Station
Toronto, Ontario M5C 2J5

PRINCIPAL PAYING AGENT

Canadian Imperial Bank of Commerce
Commerce Court, Commerce Lane
London SE1 2QA

PAYING AGENTS

Morgan Guarantee Trust Company of New York
Avenue des Arts 35
B-1040 Brussels
Belgium

Banque Internationale à Luxembourg S.A.
2 Boulevard Royal
L-2953 Luxembourg
Luxembourg

Canadian Imperial Bank of Commerce
(Deutschland) A.G.
Postfach 110461
Friedrichstrasse 2
6000 Frankfurt/Main 1
West Germany

Canadian Imperial Bank of Commerce
(International) S.A.
49 Avenue Hoche
75008 Paris
France

Canadian Imperial Bank of Commerce
Head Office - Commerce Court
Toronto, Ontario M5L 1A2

Trimac Limited

Dated July 30, 1990

UK GILTS

From pillar to post and back again

THE gilts market went from pillar to post last week, torn between strong and opposing forces. It closed up on the week, but in between saw some large falls and rises, mainly connected with the pound's strength or weakness and a large fall on Wall Street.

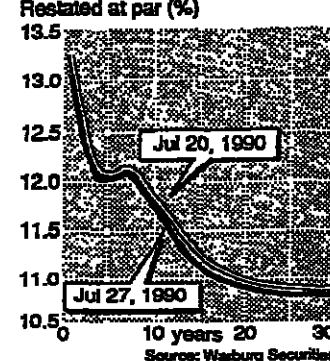
Gilts ended sharply higher on Friday, partly because of the pound's surge at the very end of the week. The Treasury 11 1/2 per cent 2003/2007 was up nearly a full point to 102 1/2 to yield 11.38 per cent, below its peaks of the day. This came after a series of disappointments, largely caused by comments from Mr John Major on inflation. The market was boosted by further comments from the Chancellor on the subject of early entry to the Exchange Rate Mechanism of the European Monetary System.

With the publication of Sir Alan Walters' book on Friday, one chapter in the history of Britain's sullen European courtship is now closed. But last week emphasised that in between now and entry an awful lot can happen to the pound and gilts, and that once in the chain of events are by no means easily predictable.

Against this must be set the Government's persistent refusal to adopt a tougher attitude to domestic monetary conditions, which has been especially irksome to monetarists. Further, there are worries about the consequences of ERM entry on interest rate stability, expressed by Sir Alan Walters, an adviser to Mrs Thatcher. David Smith, economist at Williams de Broé, the

UK gilts yields

Restated at par (%)



the timing and tactics of ERM entry are still outside the public domain.

From the monetarist point of view, the best news of the year was provided by the apparent slowdown in M0, the narrowest measure of money in July, which economists extrapolated from figures for the increase in notes in circulation. Having been well above target range at 7 per cent and over, the rate of increase in M0 looks set to slide back to 5.5 per cent in July, and may be within target range next month.

The strength of the Spanish peseta, boosted by high interest rates, has left the D-Mark, the guilders, and the franc bumping along at or near the bottom of the parity grid. This has led to fraught exchanges between finance ministers and

brokerage, has repeatedly warned that membership may be short if policy cannot sustain the required anti-inflationary squeeze.

From the point of view of neo-Keynesian fundamentalists, who look more closely at the movement of the demand side of economic activity, there is a sharp dichotomy. The weakening economy looks set to provide lower inflation, but may also reduce government revenues, thus increasing the possibility of supply. There is also a continuing doubt over the policy decisions which will take the UK through ERM, and it is this that contributes to the often-expressed doubts about the political motivations for entry.

These doubts are reflected in the chartist view of the market, which shows the long gilt future in an ascending channel, and makes it "a cautious buy," says Brian Box of Warburg Securities. But he points out that its behaviour should lead to considerable concern about the potential downside. Thus all three views show considerable scepticism over the future.

The EMS is not at its most stable at the moment, emphasising that joining it is not like getting under an umbrella, but rather like catching a moving train.

central bankers, some public on the need for interest rate cuts in the strong currency nations.

There has been taken up by some analysts as proof that EMS entry may indeed require domestically destabilising cuts in interest rates to produce currency stability. But it is just as much testimony to the strange conditions that prevail in a system based on the D-Mark as the strongest currency, when there are strong doubts over monetary conditions in Germany.

For the more internationally minded analysts, the gilts market poses a tricky problem before and after entry. After entry, yields will be below those of other EMS nations, and long gilt yields may have to rise. Equally, the weaknesses of the gilts market make it very unattractive to many overseas investors. "There is too little stock, there are too many market makers, the fundamentals are dodgy and there are too many quirks," said one analyst.

ERM entry will not necessarily change these views. The gilts market's uncertainties are mainly expressed in terms of the key tactical variables - the parity rate, the size of the bands and the timing of entry. There is still room for plenty of disappointment over these, but there may also be some surprises in store in terms of what entry actually means for a peripheral, high inflation country with an election around the corner.

Andrew Marshall

FT/AIBD INTERNATIONAL BOND SERVICE

U.S. DOLLAR STRAIGHT	Yield	Price	Change	U.S. DOLLAR STRAIGHT	Yield	Price	Change
10YR	8.35	100 1/8	+1/8	10YR	8.35	100 1/8	+1/8
20YR	8.35	100 1/8	+1/8	20YR	8.35	100 1/8	+1/8
30YR	8.35	100 1/8	+1/8	30YR	8.35	100 1/8	+1/8
10YR	8.35	100 1/8	+1/8	10YR	8.35	100 1/8	+1/8
20YR	8.35	100 1/8	+1/8	20YR	8.35	100 1/8	+1/8
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10YR	8.35	100 1/8	+1/8	10YR	8.35	100 1/8	+1/8
20YR	8.35	100 1/8	+1/8	20YR	8.35	100 1/8	+1/8
30YR	8.35	100 1/8	+1/8	30YR	8.35	100 1/8	+1/8
10YR	8.35	100 1/8	+1/8	10YR	8.35	100 1/8	+1/8
20YR	8.35	100 1/8	+1/8	20YR	8.35	100 1/8	+1/8
30YR	8.35	100 1/8	+1/8	30YR	8.35	100 1/8	+1/8
10YR	8.35	100 1/8	+1/8	10YR	8.35	100 1/8	+

LEHMAN BROTHERS INTERNATIONAL MERGERS AND ACQUISITIONS. FIRST HALF 1990 TRANSACTIONS.

Lehman Brothers Client	Selected 1990 International Transactions	Transaction Value
B.A.T. Industries p.l.c.	Successful defense relating to unsolicited offer by Hoylake Investments Limited	\$21,200,000,000
Genentech, Inc.	Merger with Roche Holdings, Inc., an affiliate of F. Hoffmann-La Roche & Co. (Pending)	3,500,000,000
Rhône-Poulenc S.A.	Acquisition of 68% interest in Rorer Group Inc. (Pending)	3,254,000,000
B.A.T. Industries p.l.c.	Sale of Saks Fifth Avenue to Investcorp Bank E.C.	1,500,000,000
Barclays Bank PLC	Sale of Barclays American/Financial to Commercial Credit Corporation	1,350,000,000
Aristech Chemical Corporation	Acquired by ACC Acquisition Corporation, a corporation organized by Mitsubishi Corporation	967,200,000
Rockefeller Group, Inc.	Sale of a majority interest to Mitsubishi Estate Company, Ltd.	846,000,000
Freeport-McMoRan Inc.	Sale of its 61% interest in Freeport-McMoRan Gold Company to Minorco S.A.	705,000,000
An affiliate of Petroleos de Venezuela S.A.	Acquisition by Citgo Petroleum of the 50% of its equity held by Southland Corp.	661,500,000
AVX Corporation	Merger with Kyocera Corporation	562,000,000
Tomkins PLC	Acquisition of Philips Industries Inc. (Pending)	550,000,000
Allied-Lyons PLC	Acquisition of Dunkin' Donuts Incorporated	350,000,000
CCL Industries Inc.	Sale of its wholly owned subsidiary, Continental Can Canada Inc., to Crown Cork & Seal Company, Inc.	330,000,000
Société Financière Saunier Duval S.A. and its subsidiary, Saunier Duval Eau Chaude/Chauffage	Acquired by Hepworth PLC	299,600,000
OMV(UK) Limited (a subsidiary of OMVAG)	Acquisition of certain UK North Sea Assets of Mobil North Sea Limited, a subsidiary of Mobil Corporation	200,000,000
Schlegel Corporation (a wholly owned subsidiary of BTR plc)	Acquisition of the Global Automotive Sealing Systems Group of United Technologies Corp.	191,000,000
IMETAL	Acquisition of CE-Minerals from Combustion Engineering, Inc. (Pending)	151,800,000
Reeves Communications Corporation	Acquired by a wholly owned subsidiary of Thames Television PLC	104,000,000
Holderbank Financiere Glaris Ltd.	Merger of Ideal Basic Industries, Inc. into Holnam Inc. (formerly HOFI North America Inc.), a majority owned subsidiary of Holderbank Financiere Glaris Ltd.	100,600,000
B.A.T. Industries p.l.c.	Sale of The John Breuner Company to Prism Capital Corporation	92,500,000
C.E.P. Communication S.A.	Acquisition of The Builder Group plc	91,200,000
The Mitsui Taiyo Kobe Bank, Ltd.	Acquisition of an equity interest in Security Pacific Financial Services System, Inc. and SPFSS, Inc., wholly owned subsidiaries of Security Pacific Corporation	85,000,000
The Black & Decker Corporation	Sale of Arcotronics Group to Nissei Electric Co., Ltd.	80,000,000
OMV(UK) Limited (a subsidiary of OMVAG)	Acquisition of certain UK North Sea Assets of Conoco (UK) Limited, a subsidiary of DuPont (E.I.) de Nemours & Company	61,000,000
The Mitsui Taiyo Kobe Bank, Ltd.	Sale of an equity interest in Mitsui Manufacturers Bank to Security Pacific Corporation (Pending)	38,000,000
Barclays Bank PLC	Sale of Citadel Life Insurance Company to Commercial Credit Corporation	21,000,000
The Mitsui Taiyo Kobe Bank, Ltd.	Formation of a joint venture with J.D. Brown & Co. (Pending)	20,000,000
Cambridge Electronic Industries p.l.c.	Sale of Belling Lee Intec Limited to Shielding International Limited, a subsidiary of Bairnco Corporation	9,600,000
The Fur Vault, Inc.*	Sale of Retail Fur Group to Jindo Corporation	9,000,000
S.A. ACEC-Union Minière NV	Acquisition of Metalrame S.p.A., from Europa Metall-LMI S.p.A. and Società Cavi Pirelli S.p.A.	Undisclosed
Allied-Lyons PLC	Acquisition of Mister Donut subsidiaries of International Multifoods Corporation	Undisclosed
Avesta, Inc.** (a subsidiary of Avesta A.B.)	Acquisition of Wildwood Pipe and Tube manufacturing facility from Armco, Inc.	Undisclosed
BASFAG	Sale of its Elastogran GmbH Diepholz facility to ATG Automobiltechnik GmbH	Undisclosed
Cookson America Inc. (a subsidiary of Cookson Group plc)	Sale of Electrovert Cable Tray Division to Andoora Associates	Undisclosed
Cookson America Inc. (a subsidiary of Cookson Group plc)	Sale of Electrovert Resale Division to Wieland Inc.	Undisclosed
Finarte Group	Acquisition of a minority stake of Latina Assicurazioni	Undisclosed
Ing. C. Olivetti & C. S.p.A.	Sale of Dipartimento Telefonia OSN Italia to Sixtel, S.p.A.	Undisclosed
Olivetti International S.A.	Sale of its interest in Olivetti Corporation of Japan and Olivetti S.A. Belge to Olivetti Holding Holland BV	Undisclosed
Steego Corporation	Sale of McKerlie-Millen, Inc. to McKerlie-Millen Holdings Limited, a wholly owned subsidiary of PT ASTRA International, Inc.	Undisclosed
Time-Life Books (Australia) Pty. Limited (a wholly owned subsidiary of Time Warner Inc.)	Acquisition of Record Clubs of Australia Pty. Limited, The World Record Club Pty. Limited, World Record Clubs (N.Z.) Limited, Direct Music Limited, and Kiwi Compact Disc Club Limited	Undisclosed
UVW Leasing GmbH	Acquired by Allied Irish Banks plc	Undisclosed

*A transaction of The Middle Market Group Inc. **A transaction of The Robinson-Humphrey Company, Inc. Lehman Brothers is a division of Shearson Lehman Hutton Inc. ©1990 Shearson Lehman Hutton Inc.

LEHMAN BROTHERS INTERNATIONAL

Lafarge may take stake in Redland joint venture

France behind BPB. The French group had previously signalled its intention to expand its European plasterboard interests.

Plasterboard, which has good insulating properties and is easy to work with, is widely used in the UK for the inner walls of homes. It is also increasingly being used in commercial property development and is expected to become one of the fastest growing markets for building materials in Europe over the next decade.

The battle to win greater market share, however, has led to substantial increases in European manufacturing capacity which for the next few years is seen likely to run ahead of increases in demand.

A lower contribution from its property side left USM-quoted Midway's after-tax reduced taxable profits of £1.52m against £1.68m, in the year to March 31.

The figure included a £1.4m (£1.22m) contribution from the brewing side, offset by £1.13m (£1.81m) from property disposals and a £494,000 (£653,000) surplus from Bridger Properties. Group turnover was £17.6m (£17.51m).

Earnings were £22.96p (22.29p) and a final dividend of 3.75p makes a 6.75p (6p) total, including a property development dividend of 1p (1p).

Fujitsu may arrive with a blueprint to change ICL overnight. But it is much more likely to set in train a sustained change which will take perhaps five years to work. At the end of it, however, ICL is likely to be a very different kind of company.

almost certainly mean more jobs, not less.

"The general view among people I know is that it could not really be anyone other than Fujitsu. Things have worked well between the two companies before.

ICL is moving towards becoming a systems integrator and this is probably the best way to do it.

"While it may maintain a mainframe business, eventu-

The real utility is in the system itself and the software. This is where ICL and Fujitsu want to move."

BASE LENDING RATES

ABN Bank	15	Centis & Co	15	Northen Bank Ltd	15
Alliance & Commerce	15	Cyrus Poyalis Bk	15	Hybrid Mortgage Bank	15 1/2
Alliance Bank	15	Desert Bank P/L	15	Provincial Bank P/L	15
Alfred Irish Bank	15	Duncan Larric	15	R. Raphael & Sons	15
• Heavy Anchor	15	Equatorial Bank	15	Rockingham Bank Ltd	15 1/2
Associates Cap Corp	15 1/2	Ember Trust Bank	15	Royal Bk of Scotland	15
A & B Merchant Bank	15	Financial & Gen. Bank	15	Royal Trust Bank	15
Bank of Australia	15	First National Bank Pk	15 1/2	• Swift & Williams Secs.	15
Banko Bithan Viscap	15	• Robert Fleming & Co.	15	Standard	15
Bank Credit & Comm	15	• Robert Fraser & Pows.	15 1/2	TSF Bank	15 1/2
Bank of Cyprus	15	Gibraltar	15	Walterbank plc	15
Bank of Ireland	15	• Gubbins Mahon	15	• Wellbik Bk of Kuwait	15
Bank of India	15	HFC Bank plc	15	United Mizrahi Bank	15 1/2
Bank of Japan	15	• Harman Bank	15	Unity Trust Bank Pk	15
Bank of Scotland	15	Hamshire Trust Pk	15 1/2	Western Trust	15
Ranger Ridge Ltd	15	Herricks & Co Gen Inv Bk	15	Westpac Bank Corp	15
Barclays Bank	15	• Hill Samuel	15 1/2	Whiteway Laidlaw	15
Bankmark Bank	15	C. Hoare & Co	15	Yorikbank Bank	15
Bank of Mid East	15	• Hongkong & Shanghai	15		
• Brown Shillies	15	• Leopold Joseph & Sons	15		
CI Bank Petroleum	15	Lloyds Bank	15	• Members of British Merchant	
• Charlestown Bank	15	• McDonald Douglas Bk	15	Banking & Securities - Houses	
Chikanki BA	15	Modern Bank Ltd	15	Association. • Deposit now 5.9%	
City Merchants Bank	15	Middle East Bank	15	Sovereign 8.5% Top Tri-£25,000 +	
Cyprusbank Bank	15	Mitsui Bank	15	• Index since 13.7% • Mortgage	
Comm.Bk of London Pk	15	Midland Bank	15	rate, £. Deposit 8.5% •	
Co-operative Bank	15	• Mount Bank	15	15.2% - 15.95%	
		• Nat Bk of Kuwait	15		
		• Nat Westminster	15		

EUROPE LIMITED

July 30, 1990

30 July, 1990

2 Swan Lane, London EC4R 3TS 2 Swan Lane, London EC4R 3TS

July 30, 1990, London
By: Citibank, N.A. (CSSI Dept.), Agent Bank

Gold Mines	187.1	188.9
FT-Aet All Share	1148.93	1154.80
FT-SE 100	2330.1	2344.1

2364.7	2360.9	2359.7	2400.1	2463.7	2103.4	2463.7	986.9
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By: Citibank, N.A. (CSSI Dept.), Agent Bank **CITIBANK**

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In the matter of Parkfield Group Plc
Nature of business: Manufacturing and enter-
tainments
Administration Order made 19 July 1990

Michael A. Jordan, Adrian R. Stawney and
Malcolm J. London
Joint administrators

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CURRENCIES, MONEY AND CAPITAL MARKETS

MONEY MARKETS

Cramped odds

IN THE next few months UK bank base rates may set the longest period of stability since the introduction of floating exchange rates in 1967. If base rates are still 15 per cent on October 5 they will have been unchanged for 365 days. This will then be the second longest period of stability, exceeding

that base rates could be 14 per cent by the end of the year, but no lower. He also suggests there is a very good chance that rates will still be at 16 per cent on September 19 when the September short sterling contract on Life is delivered. Over the past five years there have been very few occasions when the contract price on delivery has been more than 25 basis points away from the equivalent base rate level. This equates to 85.25 and last week the contract was not far away from this price.

December is a rather different proposition however. Taking the closing price of 86.17 on Friday and accepting that 14 per cent base rates give a likely price on delivery of 86.25 this means there is around 8 ticks (basis points) upward movement. On the other hand if base rates are still 15 per cent at delivery in mid-December the price will probably fall some 92 ticks to around 85.25. At the present price those operators looking for lower base rates appear to be taking rather cramped odds.

UK clearing bank base leading rate 15 per cent from October 5, 1989

The 353 days at 7 1/4 per cent recorded in 1970/71. The longest time with rates unchanged was 391 days at 8 per cent in 1969/70, and in the present circumstances it will not be a great surprise if this record is broken.

Two possible events could change the picture: sterling joining the EMS exchange rate mechanism earlier than expected, or a collapse of confidence in the equities market. Mr Nick Parsons, economist at Union Discount believes there is a possibility

£ IN NEW YORK

July 27	One	Three	Six	Twelve
1.0370-1.0380	1.0415-1.0425	1.0430-1.0440	1.0440-1.0450	1.0450-1.0460
1.0415-1.0425	1.0430-1.0440	1.0440-1.0450	1.0450-1.0460	1.0460-1.0470

Forward contracts and discounts apply to the US dollar

STERLING INDEX

July 27	Percent
100.00	93.4
100.00	93.4
100.00	93.4
100.00	93.4
100.00	93.4

Source: Reuters, London, July 27, 1990

CURRENCY MOVEMENTS

July 27	One	Three	Six	Twelve
1.0370-1.0380	1.0415-1.0425	1.0430-1.0440	1.0440-1.0450	1.0450-1.0460
1.0415-1.0425	1.0430-1.0440	1.0440-1.0450	1.0450-1.0460	1.0460-1.0470

Source: Reuters, London, July 27, 1990

CURRENCY RATES

July 27	Bank	Special	European
1.0370-1.0380	1.0415-1.0425	1.0430-1.0440	1.0440-1.0450
1.0415-1.0425	1.0430-1.0440	1.0440-1.0450	1.0450-1.0460

Source: Reuters, London, July 27, 1990

CHICAGO

July 27	One	Three	Six	Twelve
1.0370-1.0380	1.0415-1.0425	1.0430-1.0440	1.0440-1.0450	1.0450-1.0460
1.0415-1.0425	1.0430-1.0440	1.0440-1.0450	1.0450-1.0460	1.0460-1.0470

Source: Reuters, Chicago, July 27, 1990

U.S. TREASURY BONDS (100% of face)

July 27	One	Three	Six	Twelve
1.0370-1.0380	1.0415-1.0425	1.0430-1.0440	1.0440-1.0450	1.0450-1.0460
1.0415-1.0425	1.0430-1.0440	1.0440-1.0450	1.0450-1.0460	1.0460-1.0470

Source: Reuters, New York, July 27, 1990

U.S. TREASURY BILLS (100% of face)

July 27	One	Three	Six	Twelve
1.0370-1.0380	1.0415-1.0425	1.0430-1.0440	1.0440-1.0450	1.0450-1.0460
1.0415-1.0425	1.0430-1.0440	1.0440-1.0450	1.0450-1.0460	1.0460-1.0470

Source: Reuters, New York, July 27, 1990

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Source: Reuters, New York, July 27, 1990

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Source: Reuters, New York, July 27, 1990

POUND SPOT - FORWARD AGAINST THE POUND

July 27	One	Three	Six	Twelve
1.0370-1.0380	1.0415-1.0425	1.0430-1.0440	1.0440-1.0450	1.0450-1.0460
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Source: Reuters, London, July 27, 1990

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Source: Reuters, London, July 27, 1990

LONDON RECENT ISSUES

July 27	One	Three	Six	Twelve
1.0370-1.0380	1.0415-1.0425	1.0430-1.0440	1.0440-1.0450	1.0450-1.0460
1.0415-1.0425	1.0430-1.0440	1.0440-1.0450	1.0450-1.0460	1.0460-1.0470

Source: Reuters, London, July 27, 1990

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Source: Reuters, London, July 27, 1990

LONDON RECENT ISSUES

July 27	One	Three	Six	Twelve
1.0370-1.0380	1.0415-1.0425	1.0430-1.0440	1.0440-1.0450	1.0450-1.0460
1.0415-1.0425	1.0430-1.0440	1.0440-1.0450	1.0450-1.0460	1.0460-1.0470

Source: Reuters, London, July 27, 1990

LONDON RECENT ISSUES

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[illegible]

2722	37.25	Whitcomb	Y	277	-0.4	74.97	Jan	4494
2723	11	20.50	Leanne 20x	Y	215	16.122	April	1116
2724	0.54	Wharris	Y	8	14.3			1116
2725	8.05	Whitcomb 5p	Y	24	2	6.730	Jun	4494
2726	6.60	Wharris	Y	24	2	11.089	Jun	4494
2727	1.00	Wharris	Y	181	-0.6	6.494	Jul	4504
2728	20.1	Wharris Group 2x	Y	180	-0.0	14.5	Jan	4504
2729	4.99	Wharris	Y	88	13.3	11.6	July	4504
2730	94.05	Wharris Hfgs	Y	276	0.4	5.300	Oct	4504
2731	328.00	Wharris 5p Cr Pp	Y	103	-1.0	10.123		4508
2732	49.50	5.5p Cr Pp	Y	117	1.6	6.416	June	4508
2733	47.60		Y	117	1.6	6.416	June	4508

2813	7 all-Wildlife S. S.	7	7	3	4	422.7	Oct	4215
2814	6 all-Wildlife S. S.	6	6	3	4	422.7	Oct	4216
2815	6 all-Wildlife S. S.	6	6	3	4	422.7	Oct	4217
2816	10 all-Wildlife S. S.	10	10	5	5	422.7	Oct	4218
2817	20 all-Wildlife S. S.	20	20	10	10	422.7	Oct	4219
2818	30 all-Wildlife S. S.	30	30	15	15	422.7	Oct	4220
2819	40 all-Wildlife S. S.	40	40	20	20	422.7	Oct	4221
2820	50 all-Wildlife S. S.	50	50	25	25	422.7	Oct	4222
2821	60 all-Wildlife S. S.	60	60	30	30	422.7	Oct	4223
2822	70 all-Wildlife S. S.	70	70	35	35	422.7	Oct	4224
2823	80 all-Wildlife S. S.	80	80	40	40	422.7	Oct	4225
2824	90 all-Wildlife S. S.	90	90	45	45	422.7	Oct	4226
2825	100 all-Wildlife S. S.	100	100	50	50	422.7	Oct	4227
2826	110 all-Wildlife S. S.	110	110	55	55	422.7	Oct	4228
2827	120 all-Wildlife S. S.	120	120	60	60	422.7	Oct	4229
2828	130 all-Wildlife S. S.	130	130	65	65	422.7	Oct	4230
2829	140 all-Wildlife S. S.	140	140	70	70	422.7	Oct	4231
2830	150 all-Wildlife S. S.	150	150	75	75	422.7	Oct	4232
2831	160 all-Wildlife S. S.	160	160	80	80	422.7	Oct	4233
2832	170 all-Wildlife S. S.	170	170	85	85	422.7	Oct	4234
2833	180 all-Wildlife S. S.	180	180	90	90	422.7	Oct	4235
2834	190 all-Wildlife S. S.	190	190	95	95	422.7	Oct	4236
2835	200 all-Wildlife S. S.	200	200	100	100	422.7	Oct	4237
2836	210 all-Wildlife S. S.	210	210	105	105	422.7	Oct	4238
2837	220 all-Wildlife S. S.	220	220	110	110	422.7	Oct	4239
2838	230 all-Wildlife S. S.	230	230	115	115	422.7	Oct	4240
2839	240 all-Wildlife S. S.	240	240	120	120	422.7	Oct	4241
2840	250 all-Wildlife S. S.	250	250	125	125	422.7	Oct	4242
2841	260 all-Wildlife S. S.	260	260	130	130	422.7	Oct	4243
2842	270 all-Wildlife S. S.	270	270	135	135	422.7	Oct	4244
2843	280 all-Wildlife S. S.	280	280	140	140	422.7	Oct	4245
2844	290 all-Wildlife S. S.	290	290	145	145	422.7	Oct	4246
2845	300 all-Wildlife S. S.	300	300	150	150	422.7	Oct	4247
2846	310 all-Wildlife S. S.	310	310	155	155	422.7	Oct	4248
2847	320 all-Wildlife S. S.	320	320	160	160	422.7	Oct	4249
2848	330 all-Wildlife S. S.	330	330	165	165	422.7	Oct	4250
2849	340 all-Wildlife S. S.	340	340	170	170	422.7	Oct	4251
2850	350 all-Wildlife S. S.	350	350	175	175	422.7	Oct	4252
2851	360 all-Wildlife S. S.	360	360	180	180	422.7	Oct	4253
2852	370 all-Wildlife S. S.	370	370	185	185	422.7	Oct	4254
2853	380 all-Wildlife S. S.	380	380	190	190	422.7	Oct	4255
2854	390 all-Wildlife S. S.	390	390	195	195	422.7	Oct	4256
2855	400 all-Wildlife S. S.	400	400	200	200	422.7	Oct	4257
2856	410 all-Wildlife S. S.	410	410	205	205	422.7	Oct	4258
2857	420 all-Wildlife S. S.	420	420	210	210	422.7	Oct	4259
2858	430 all-Wildlife S. S.	430	430	215	215	422.7	Oct	4260
2859	440 all-Wildlife S. S.	440	440	220	220	422.7	Oct	4261
2860	450 all-Wildlife S. S.	450	450	225	225	422.7	Oct	4262
2861								

[illegible]

211,500	75 20 ft. P. 2nd	169	-3.7	2.4	Mar	529
212,000	75 20 ft. P. 2nd	170	-3.7	2.4	Mar	530
177,400	75 20 ft. P. 2nd	171	-3.7	2.4	Mar	531
64,400	75 20 ft. P. 2nd	172	-3.7	2.4	Mar	532
53,400	75 20 ft. P. 2nd	173	-3.7	2.4	Mar	533
53,400	75 20 ft. P. 2nd	174	-3.7	2.4	Mar	534
211,500	75 20 ft. P. 2nd	175	-3.7	2.4	Mar	535
212,000	75 20 ft. P. 2nd	176	-3.7	2.4	Mar	536
64,400	75 20 ft. P. 2nd	177	-3.7	2.4	Mar	537
53,400	75 20 ft. P. 2nd	178	-3.7	2.4	Mar	538
53,400	75 20 ft. P. 2nd	179	-3.7	2.4	Mar	539
211,500	75 20 ft. P. 2nd	180	-3.7	2.4	Mar	540
212,000	75 20 ft. P. 2nd	181	-3.7	2.4	Mar	541
64,400	75 20 ft. P. 2nd	182	-3.7	2.4	Mar	542
53,400	75 20 ft. P. 2nd	183	-3.7	2.4	Mar	543
53,400	75 20 ft. P. 2nd	184	-3.7	2.4	Mar	544
211,500	75 20 ft. P. 2nd	185	-3.7	2.4	Mar	545
212,000	75 20 ft. P. 2nd	186	-3.7	2.4	Mar	546
64,400	75 20 ft. P. 2nd	187	-3.7	2.4	Mar	547
53,400	75 20 ft. P. 2nd	188	-3.7	2.4	Mar	548
53,400	75 20 ft. P. 2nd	189	-3.7	2.4	Mar	549
211,500	75 20 ft. P. 2nd	190	-3.7	2.4	Mar	550
212,000	75 20 ft. P. 2nd	191	-3.7	2.4	Mar	551
64,400	75 20 ft. P. 2nd	192	-3.7	2.4	Mar	552
53,400	75 20 ft. P. 2nd	193	-3.7	2.4	Mar	553
53,400	75 20 ft. P. 2nd	194	-3.7	2.4	Mar	554
211,500	75 20 ft. P. 2nd	195	-3.7	2.4	Mar	555
212,000	75 20 ft. P. 2nd	196	-3.7	2.4	Mar	556
64,400	75 20 ft. P. 2nd	197	-3.7	2.4	Mar	557
53,400	75 20 ft. P. 2nd	198	-3.7	2.4	Mar	558
53,400	75 20 ft. P. 2nd	199	-3.7	2.4	Mar	559
211,500	75 20 ft. P. 2nd	200	-3.7	2.4	Mar	560
212,000	75 20 ft. P. 2nd	201	-3.7	2.4	Mar	561
64,400	75 20 ft. P. 2nd	202	-3.7	2.4	Mar	562
53,400	75 20 ft. P. 2nd	203	-3.7	2.4	Mar	563
53,400	75 20 ft. P. 2nd	204	-3.7	2.4	Mar	564
211,500	75 20 ft. P. 2nd	205	-3.7	2.4	Mar	565
212,000	75 20 ft. P. 2nd	206	-3.7	2.4	Mar	566
64,400	75 20 ft. P. 2nd	207	-3.7	2.4	Mar	567
53,400	75 20 ft. P. 2nd	208	-3.7	2.4	Mar	568
53,400	75 20 ft. P. 2nd	209	-3.7	2.4	Mar	569
211,500	75 20 ft. P. 2nd	210	-3.7	2.4	Mar	570
212,000	75 20 ft. P. 2nd	211	-3.7	2.4	Mar	571
64,400	75 20 ft. P. 2nd	212	-3.7	2.4	Mar	572
53,400	75 20 ft. P. 2nd	213	-3.7	2.4	Mar	573
53,400	75 20 ft. P. 2nd	214	-3.7	2.4	Mar	574
211,500	75 20 ft. P. 2nd	215	-3.7	2.4	Mar	575
212,000	75 20 ft. P. 2nd	216	-3.7	2.4	Mar	576
64,400	75 20 ft. P. 2nd	217	-3.7	2.4	Mar	577
53,400	75 20 ft. P. 2nd	218	-3.7	2.4	Mar	578
53,400	75 20 ft. P. 2nd	219	-3.7	2.4	Mar	579
211,500	75 20 ft. P. 2nd	220	-3.7	2.4	Mar	580
212,000	75 20 ft. P. 2nd	221	-3.7	2.4	Mar	581
64,400	75 20 ft. P. 2nd	222	-3.7	2.4	Mar	582
53,400	75 20 ft. P. 2nd	223	-3.7	2.4	Mar	583
53,400	75 20 ft. P. 2nd	224	-3.7	2.4	Mar	584
211,500	75 20 ft. P. 2nd	2				

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Symbol	Price	Change	Volume	Open	High	Low	Close	Symbol	Price	Change	Volume	Open	High	Low	Close
AA	1.12	0.01	100	1.11	1.13	1.10	1.12	AA	1.12	0.01	100	1.11	1.13	1.10	1.12
AB	1.13	0.01	100	1.12	1.14	1.11	1.13	AB	1.13	0.01	100	1.12	1.14	1.11	1.13
AC	1.14	0.01	100	1.13	1.15	1.12	1.14	AC	1.14	0.01	100	1.13	1.15	1.12	1.14
AD	1.15	0.01	100	1.14	1.16	1.13	1.15	AD	1.15	0.01	100	1.14	1.16	1.13	1.15
AE	1.16	0.01	100	1.15	1.17	1.14	1.16	AE	1.16	0.01	100	1.15	1.17	1.14	1.16
AF	1.17	0.01	100	1.16	1.18	1.15	1.17	AF	1.17	0.01	100	1.16	1.18	1.15	1.17
AG	1.18	0.01	100	1.17	1.19	1.16	1.18	AG	1.18	0.01	100	1.17	1.19	1.16	1.18
AH	1.19	0.01	100	1.18	1.20	1.17	1.19	AH	1.19	0.01	100	1.18	1.20	1.17	1.19
AI	1.20	0.01	100	1.19	1.21	1.18	1.20	AI	1.20	0.01	100	1.19	1.21	1.18	1.20
AJ	1.21	0.01	100	1.20	1.22	1.19	1.21	AJ	1.21	0.01	100	1.20	1.22	1.19	1.21
AK	1.22	0.01	100	1.21	1.23	1.20	1.22	AK	1.22	0.01	100	1.21	1.23	1.20	1.22
AL	1.23	0.01	100	1.22	1.24	1.21	1.23	AL	1.23	0.01	100	1.22	1.24	1.21	1.23
AM	1.24	0.01	100	1.23	1.25	1.22	1.24	AM	1.24	0.01	100	1.23	1.25	1.22	1.24
AN	1.25	0.01	100	1.24	1.26	1.23	1.25	AN	1.25	0.01	100	1.24	1.26	1.23	1.25
AO	1.26	0.01	100	1.25	1.27	1.24	1.26	AO	1.26	0.01	100	1.25	1.27	1.24	1.26
AP	1.27	0.01	100	1.26	1.28	1.25	1.27	AP	1.27	0.01	100	1.26	1.28	1.25	1.27
AQ	1.28	0.01	100	1.27	1.29	1.26	1.28	AQ	1.28	0.01	100	1.27	1.29	1.26	1.28
AR	1.29	0.01	100	1.28	1.30	1.27	1.29	AR	1.29	0.01	100	1.28	1.30	1.27	1.29
AS	1.30	0.01	100	1.29	1.31	1.28	1.30	AS	1.30	0.01	100	1.29	1.31	1.28	1.30
AT	1.31	0.01	100	1.30	1.32	1.29	1.31	AT	1.31	0.01	100	1.30	1.32	1.29	1.31
AV	1.32	0.01	100	1.31	1.33	1.30	1.32	AV	1.32	0.01	100	1.31	1.33	1.30	1.32
AW	1.33	0.01	100	1.32	1.34	1.31	1.33	AW	1.33	0.01	100	1.32	1.34	1.31	1.33
AX	1.34	0.01	100	1.33	1.35	1.32	1.34	AX	1.34	0.01	100	1.33	1.35	1.32	1.34
AY	1.35	0.01	100	1.34	1.36	1.33	1.35	AY	1.35	0.01	100	1.34	1.36	1.33	1.35
AZ	1.36	0.01	100	1.35	1.37	1.34	1.36	AZ	1.36	0.01	100	1.35	1.37	1.34	1.36
BA	1.37	0.01	100	1.36	1.38	1.35	1.37	BA	1.37	0.01	100	1.36	1.38	1.35	1.37
BB	1.38	0.01	100	1.37	1.39	1.36	1.38	BB	1.38	0.01	100	1.37	1.39	1.36	1.38
BC	1.39	0.01	100	1.38	1.40	1.37	1.39	BC	1.39	0.01	100	1.38	1.40	1.37	1.39
BD	1.40	0.01	100	1.39	1.41	1.38	1.								

Continued on Page 29

NASDAQ NATIONAL MARKET

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4pm prices
July 27

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The Business Column

A bridge too far for Hanson

To most intents and purposes, three years is just as long a time in business as it is in politics. In these days of fast-moving competitive change, a company may designate a "core business" in 1987, only to sell it in 1990.

But if a company wishes to retain its credibility with shareholders and employees alike, some basic commitments must be binding.

Hanson, Britain's best-known conglomerate, has always explained the logic of its highly diversified portfolio of businesses, old and new, in terms of their conformity to a strict set of management characteristics.

After realising the restructuring potential of all its acquisitions, Hanson has consistently divested businesses which do not conform to these criteria, while retaining most of those which do.

Its main criteria are that its businesses should be in industries which are: relatively basic; have reliable demand patterns; enjoy a stable competitive environment; have relatively low technology, and no great capital intensity.

Secret of success

The reasoning behind this self-limiting list constitutes one of the main "secrets" of Hanson's success (and that of BTE), compared with most other conglomerates. That any company's head office finds it far easier to add maximum value to a portfolio of businesses which require a similar type of "parenting" than to one where the different businesses need various types of head office involvement.

Hanson always operates in an extreme hands-off style, except for its tight central control of finance and top executive appointments.

In the mid-1980s, the success of Hanson's rigorously specialised approach helped spark influential research into its and other types of corporate "strategies and styles" by Michael Gould and Andrew Campbell, now of the Ashridge Strategic Management Centre.

A few months before Gould & Campbell's first book appeared in 1987, Lord Hanson analysed his company's approach in a journal called *The Treasurer*. Part of his article is particularly pertinent to the current controversy over Hanson's interest in PowerGen, the state-owned, privatised UK electricity generation utility.

After outlining some more general principles, Lord Hanson wrote: "We chose, from the very beginning, to be in consumer-orientated businesses... [including services and distribution]. We declined to be in businesses which were heavily capital-intensive - for example, steel, shipbuilding, nuclear power, North Sea oil and gas, and so on, all of which rely on expensive research with a prospect of a return sometime or never."

Force of principles

At no stage in the article did Lord Hanson suggest that his strategy had changed since those beginnings.

The fact that shipbuilding can hardly be said to be research-intensive should not detract from the force of the Hanson principles. The point is that PowerGen, which it proposes to acquire, is pretty capital-intensive - at least on a par with shipbuilding.

PowerGen may be planning to downscale the unit size of future power stations, but it has a heavy current expenditure programme, including £750m of sulphur-scrambling equipment, for instance.

Moreover, PowerGen would become, by some distance, the largest single business in Hanson's portfolio, ahead of SCM Chemicals and Imperial Tobacco (whose size in Hanson's accounts is distorted severely by the inclusion of government duty).

Whether Hanson could, over time, maintain a hands-off head-office style towards this weighty, capital-hungry animal, and still add substantial value to it, must be doubtful.

More likely that Hanson would gradually have to develop some electricity industry expertise at headquarters. But that sort of corporate involvement would break with its entire tradition. It would also start to dilute its specialised approach towards the more diffuse style of less successful conglomerates.

Christopher Lorenz

A top flight manager, but a political innocent in thrall to the politicians? Or a top flight manager with a clear sense of priorities who does not waste his energies fighting political battles of marginal importance?

Opinions in Italy are still divided about Franco Nobili, the tall, 64-year-old former comrade of Giulio Andreotti's youth, raised last November by that most Byzantine of Italian prime ministers to the lofty position of president of the Istituto per la Ricostruzione Industriale (IRI), the public sector holding company.

Certainly no two careers could have diverged quite so radically over the 42 years since Mr Andreotti was president and Mr Nobili vice-president of the Christian Democrat Party's youth organisation. The former has been a nearly permanent and indispensable feature of Italian government, accumulating an unequalled knowledge of the skeletons and the closets which litter the nation's politics. The latter became synonymous with Italian civil engineering and construction, so apparently indispensable in his own way that when in 1989 Fiat acquired control of his company, Cogefar, Mr Nobili's continued occupation of its presidency was a condition of the deal. Gianni Agnelli, the Fiat president, released him to IRI by special dispensation.

While Mr Andreotti is frequently credited with the subtleties and ruthlessness of a cardinal, Mr Nobili displays the clerical mien and certainties more commonly associated with a Protestant pastor or, in English terms, a north country preacher. He is the epitome of honesty and correctness - the Italians call it "per bene" - whose youthful activities included choral singing, Vatican radio announcing and smuggling arms to the Italian resistance. It would not occur to him that anyone should doubt that he accepted Mr Andreotti's commission "because the Government and the President of the Republic asked me to give a service to the country."

Selfless public service is not a concept one stumbles across every day in Italy but there is nothing artificial about Mr Nobili's desire to do his best for his country nor uncertain about how he is applying himself to his task.

"My purpose is to rationalise IRI and to bring its companies to a European size to compete with the colossi of France, Britain and Germany."

Having begun as the Fascist state's lifebelt to the industrial and banking victims of 1930s recession, and then become a home in the 1970s for private companies the politicians would not let go to the wall, IRI contains a bit of everything. From steel to shipbuilding, from space to compact discs, the bran tub generates sales of more than £67,000bn (£30m) and employs more than 16,000 people.

It also makes money now: £1.615bn last year, thanks to

MONDAY INTERVIEW

Good soldier of the public sector

Franco Nobili, president of Italy's Istituto per la Ricostruzione Industriale, speaks to John Wyles

the return to profit in 1988 of IRI's industrial sector, a possibility which seemed irrevocably lost during 20 years of continuous losses. This was the achievement of Mr Nobili's predecessor, the ebullient Professor Romano Prodi, whose characterisation of the group as "a giant made up of dwarfs" still best defines its main structural problem.

Mr Nobili's strategy is built around a very straightforward approach which Mr Prodi himself had launched. It begins by aggregating companies which have overlapping activities, such as the recent fusion between Aeritalia and Selenia aimed at exploiting their common strengths in aeronautics and defence electronics. It seeks to encourage a man-

PERSONAL FILE

1925 Born, Rome. Educated Rome University; degree in jurisprudence.

1949 Joins Milan construction company Farsura.

1959 Cogefar launched by Farsura. Becomes a senior manager, and successively director general, managing director.

1976 President of Cogefar.

1989 President of IRI.

festly more difficult (for political reasons) elimination of overlaps with other public sector holding companies, notably the very much smaller EFIM. Finally, it looks to the private sector at home and abroad for alliances which will strengthen market positions and technological capacities.

Within this general framework, the new IRI president identifies three particular problems, one conjunctural and two of some political sensitivity. The transformation of East-West relations is presenting the need to find other activities for aeronautics and shipbuilding companies hitherto dependent on defence contracts. The proliferation of IRI companies in the same sector is a challenge to "eliminate useless expenditure by putting such companies together" while government control over tariffs is seriously distorting the accounts of service companies such as SIP and Alitalia.

While launching his own attempt to thin out the branches at Italstat, IRI's construction holding company

with its 120 subsidiaries, Mr Nobili has inherited a great deal of unfinished rationalisation business. The move to amalgamate Italy's telephone operating companies, SIP, Italcable and AST, is still bedeviled by the trade union lobby in parliament, while a plan to group disparate companies in IRI and EFIM with a Fiat subsidiary to create one railway equipment manufacturer is badly stalled for political reasons.

Mr Nobili is excessively polite about the politicians - no Prodi-type nods and winks signifying what he is to work with them. He plays a very loyal straight bat when invited to confirm that his professional life is continually dogged by political pressures.

"At Cogefar, I worked with a minority shareholder owning 55 per cent," he says, refusing to draw any distinction between a private shareholder and his present employer, the Italian state.

Is he sure that the top managers of IRI companies are free of political influence on their operations? "Yes, quite sure. They are autonomous of the political class."

Eyebrows recently soared skywards when Banca Commerciale and Credito Italiano acquired additional managing directors, apparently to satisfy conflicting party political demands, while, seemingly for the same reasons, the telecommunications holding company, STET, not only doubled its complement of managing directors from one to two but also installed a new president with executive powers, Biagio Agnes, formerly of the RAI radio and television service.

What did Mr Nobili think about the conclusions of Italian industrial journalists that such multiplication of senior posts demonstrated that IRI had been suborned by the politicians?

"All of these appointments are perfectly justified. We are creating bigger companies and we need to adjust and strengthen their top management. In the US, there are companies with 10-12 vice presidents. I presided over a private company with sales of £1,500bn a year and three managing directors. We have appointed two at STET with a turnover of more than £10,000bn."

Moreover, Mr Nobili maintains he has had the necessary liberty to choose his managers.

The final decisions belonged to him and his president's committee - composed of party nominees. "Of course, I cannot not take suggestions, advice and proposals," says Mr Nobili firmly, adding that in Italy there is a "mania" for talking of godfathers rather than of the professionalism which underpins his recent appointments.

There is also a school of thought among the scribes that the reluctance of the parties and the senior managers connected to them to surrender top positions is actually a major obstacle to Mr Nobili's strategic aim of amalgamating companies into larger units. "Yes it can be a problem. But if the objectives are just and in the interests of the community, then personal problems must be of secondary importance," he says with that rather evangelical determination which one feels has not yet been fully tested in political battle.

Very early in his reign he ignited more than a few headlines by appearing very cool on the idea of privatisation - one of his predecessor's none too private ambitions for many IRI companies. Many observers had expected a manager who had spent all of his life in the private sector to favour expelling some of the less obviously strategic companies - in food and engineering, for example.

It is not so much that Mr Nobili is opposed to privatisation - indeed he thinks some of his companies will be privatised and many more will be publicly quoted - it is rather that he sees no great virtue in the operation. "We are not public - we have joint stock companies, two thirds of which are quoted on the stock exchange."

We have more than 436,000 shareholders, of which the state is largest and represented by IRI. For the future, I say that there is no need to look at



'IRI managers are autonomous of the political class'

the colour of the shareholder but to know whether the company is operating as a monopoly or in a free market. All of our companies work in a free market, they are doing so today in Italy, they will do so tomorrow in Europe."

This is a view which would not necessarily command unanimous support in Italy where hidden protectionism and special advantages limit the vulnerability to competi-

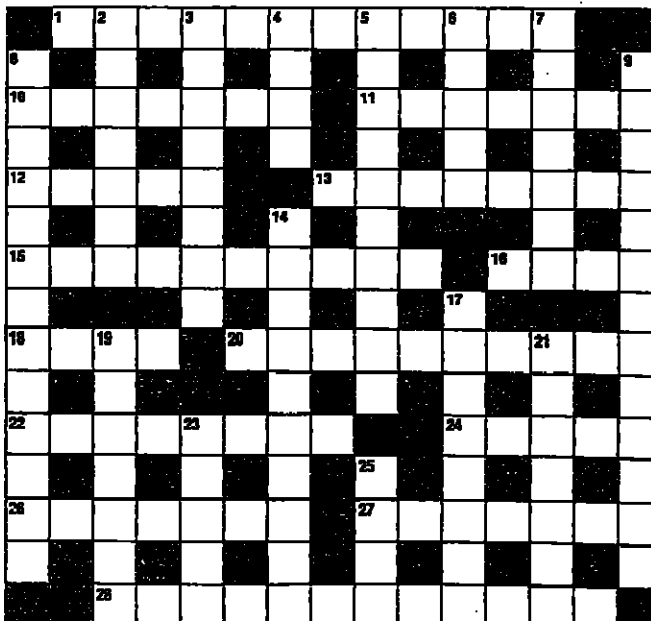
tion of such IRI stalwarts as Italstat, Alitalia and SIP. But the particularity of Mr Nobili's opinions about the public sector does not end there. Private enterprise in Italy, he says, is a family affair - even for the giants such as Fiat, Olivetti and Ferruzzi. These and others, he is sure, will have trouble organising managerial succession, whereas the public sector guarantees continuity. Mr Nobili himself is a guar-

antee of the continuity of many of his predecessor's policies. His lack of political experience may also cause him to charge at targets which Mr Prodi thought it wiser to avoid. The question remains whether industrial logic, commercial instincts and personal determination can prevail over a political class which is always ready to accommodate change, providing its own interests and power are not threatened.

JOTTER PAD

CROSSWORD

No.7,302 Set by PROTEUS



- ACROSS
- 1 Fear of arrest? (12)
 - 2 Fears being red and dead perhaps (7)
 - 3 Vehicle going right over player (7)
 - 4 The tribe of office night-watchmen (5)
 - 5 Separate summary (8)
 - 6 Drug writer obtained from flowers (10)
 - 7 Give up some office deliberately (4)
 - 8 Head cook in unit at one time (4)
 - 9 Where I tangled with a fast crew? (4,5)
 - 10 He carries out deals with author (8)
 - 11 Makes flat to suit girl Poles (7)
 - 12 Bird or beast (7)
 - 13 Make known one's opinion of French poet (7)
 - 14 Extremely flat plants police find useful (12)
 - 15 Go first or give up in advance? (7)
 - 16 Rough drink for radical girl (3,5)
 - 17 Animal skin to keep out of sight (4)
 - 18 Famous person backing weight over skill (10)
 - 19 Unsuitable paint-roller (5)
 - 20 Crazy person to put teachers' side of argument (7)
 - 21 It affords entree to modern embassy character (9,4)
 - 22 Uncalled-for response in viva? (7,5)
 - 23 Referring to part of brain indicating beer stored in cellar (10)
 - 24 The crime of receivers (8)
 - 25 Crashed cars sad to come upon at dance (7)
 - 26 Treat that is difficult to repeat (7)
 - 27 Decline and rise of penurious Dutch leader (5)
 - 28 Flower of party backing queen (4)
- DOWN
- 1 The solution to last Saturday's prize puzzle will be published with names of winners on Saturday August 11.

Queen should face her subjects at the polls



Michael Prowse on the Royal Family

In the next decade, British taxpayers will fork out nearly £30m to support the household and official activities of the richest woman in the world. Other members of her family will also receive enormous sums. Her mother and husband, for example, will together receive about £1m a year from public funds; her youngest son a cool £100,000.

These sums are not resented, not even by the large numbers of taxpayers who struggle to keep above the poverty line. The royal family remains an immensely popular institution. Most citizens would probably cut any form of public expenditure from education and social security to defence - before touching the sacred civil list. Having lost an empire, Britain revels in the pomp and ceremony associated with the Windsors.

There are, however, faint signs of a revival of republicanism. In recent years, adulation from the mass media has been tempered by the publication of several weighty critiques of the monarchy. These include *The Enchanted Glass* by Tom Nairn (Picador £5.99) and *The Myth of British Monarchy* by Edgar Wilson (Journeman £5.95). Both books rely primarily on reasoned argument, although neither author is able to resist a generous dose of invective.

The case against monarchy cannot be based on the recent performance of leading members of the royal family. Indeed, this has far exceeded expectations. Elizabeth II has been a model monarch by the standards of most of her predecessors. Prince Charles has emerged as an intelligent and sensitive social critic, contributing usefully to public debate in spheres such as architecture, the environment and business philanthropy (although one suspects that his views carry weight mainly because of his position). His sister has a fine record in promoting charity.

Putting the merits of individuals to one side, the important

question is whether the system of monarchy has any place in a modern, self-confident democracy. Does a division into "sovereign" and "subjects" make sense? Should an unelected individual retain even residual political powers? Is excessively deferential behaviour appropriate in the presence of even minor members of the royal family? I think not, mainly for the reasons so brilliantly expressed by Tom Paine in his 18th-century classics, *Common Sense* and *Rights of Man*.

Paine scandalised public opinion by pointing out that the wealth and prestige of monarchs invariably originates in a brutal seizure of power. His description of William of Normandy's accession is particularly memorable: "A French bastard landing with an armed banditti and establishing himself king of England against the consent of the natives is in plain terms a very paltry rascally original..."

Paine saw hereditary succession as a burlesque upon monarchy. "It puts it in the most ridiculous light," he wrote, "by presenting it as an office which any child or idiot may fill. It requires some talents to be a common mechanic; but to be a king, requires only the animal figure of man - a sort of breathing automaton." The concept of an hereditary monarch, he concluded, was as absurd as that of an hereditary mathematician.

In Britain's case this absurdity has been magnified by the habit of importing monarchs from Holland and Germany. Edgar Wilson reminds us that the Hanover-Saxe-Coburg-Gothas chose the dynastic name

Windsor as recently as 1917 to deflect anti-German feeling at the height of the First World War. On hearing that his cousin had changed the family name, the Kaiser reportedly ordered a performance of the "Merry Wives of Saxe-Coburg-Gotha."

Tom Paine was surely absolutely correct. There is no rational way of justifying the awe in which the present royal family is held. The Queen, being unelected, can represent nobody but herself. In a democracy, there should be no subjects, only citizens.

Yes it is tempting to argue that none of this matters, given that real power now resides in a democratically elected parliament. This would be a grave mistake. In the first place, the Queen does have real powers. She can influence events through advice and force of personality. If the two-party system were to break down, she might play a decisive role in determining who entered Downing Street.

More important, the Queen stands at the apex of a divisive class system which still greatly impairs economic efficiency and social cohesion. Britain is not burdened just with a royal family. It also labours under the weight of dukes, marquesses, earls, barons and other medieval relics, many of whom still retain vast holdings of land and other assets. Archaic titles and other privileges are the hallmark of an immature society, of a people that cannot grow up and face the challenges of a meritocratic world. It is time the UK left the nursery.

Britain would be a healthier and less hypocritical country if it took democratic principles seriously. No family should be treated like gods. There should be no titles. The head of state should be elected and serve a fixed term. He or she should also pay tax like any normal citizen. Let the Windsors compete for the post alongside the Browns and the Smiths of this world.

FINANCIAL TIMES CONFERENCES

WORLD AEROSPACE AND AIR TRANSPORT TO THE YEAR 2000 AND BEYOND
28, 29 & 30 August - London

Over the past several years the Financial Times has arranged a major conference immediately prior to the biennial Farnborough International Air Show. This year the meeting is supported by the Society of British Aerospace Companies. The conference will focus on the massive growth in passenger and cargo traffic and assess the impact of this growth and the considerable demands it is imposing on all the existing facilities of commercial aviation.

Commercial aviation in a re-regulated Europe will be reviewed by Sir Colin Marshall and Bernard Attali with Jerzy Slowinski speaking on the changing role of Eastern Europe. A view from Asia on coping with the growth in commercial aviation will be given by Lim Chin Beng.

The challenges for the infrastructure and the prospects for unifying air traffic control in Western Europe will be examined by Sir Christopher Tugendhat, Karl-Heinz Neumeister, Wolfgang Philipp and Sir Norman Payne CBE.

A special feature of the conference will be a day devoted to an assessment of the revolution taking place in aerospace including presentations by Johann Schäffer, Syd Gillibrand and Henri Martre.

POLLUTION MANAGEMENT
2 & 3 October - Birmingham

This Financial Times conference will look at the commercial opportunities arising from growing international interest in arresting and reversing present threats to the environment. It will focus on the industries which have made a major commitment to pollution control rather than on fashionable global problems such as ozone depletion and the "greenhouse effect". It will demonstrate that technology still has much to offer pollution management.

Speakers include: David Heathcoat-Amory MP, Parliamentary Under-Secretary of State, Department of the Environment; Dr Wilfred Beckerman, Fellow, Balliol College, Oxford; Dr William L. Wilkinson CBE, FRS, Deputy Chief Executive, British Nuclear Fuels plc; Dr Hans Krämer, Chairman of the Executive Board, Steag AG; Basil R R Butler, Managing Director, The British Petroleum Company plc and Dr John Bowman CBE, Chief Executive, National Rivers Authority.

CAPITAL MARKETS WORKSHOPS
17-19 October; 21-23 November; 5-7 December - London

The Financial Times/Price Waterhouse Capital Markets Workshops, now in their third successive year, continue to bridge a significant gap in management training. The programme provides intensive coverage, supported by case studies of capital markets activities, ranging from underlying concepts through the specific markets and instruments to performance measurement. Because of the participative nature of the Workshops, places are limited in order to allow maximum benefit from each session. Speakers are drawn from Price Waterhouse's Capital Markets Group and a panel of key individuals from organisations involved in capital markets activities including: Jonathan Britton of Swiss Bank Corp; Fuller of Charterhouse Bank Limited; Ariel Salama of Charterhouse Bank International Ltd; Richard Kilby of Charterhouse Bank Limited; Richard Hines of Prudential Corporation plc.

All enquiries should be addressed to the Financial Times Conference Organisation, 126 Jermyn Street, London SW1Y 4JL. Tel: 071-625 2323 (24-hour answering service). Telex: 27347 FT CONF G. Fax: 071-625 2125.